

UCCSN Board of Regents' Meeting Minutes December 2-3, 1993

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Pages 132-195

BOARD OF REGENTS

UNIVERSITY AND COMMUNITY COLLEGE SYSTEM OF NEVADA

December 2-3, 1993

The Board of Regents met on December 2-3, 1993 in the Pine Auditorium, Jot Travis Student Union, University of Nevada, Reno.

Members present: Mr. Madison Graves, II, Acting Chairman

Mrs. Shelley Berkley

Dr. Jill Derby

Mr. Joseph M. Foley

Mrs. Dorothy S. Gallagher

Dr. Lonnie Hammargren

Mr. Daniel J. Klaich

Mrs. Nancy Price

Mrs. Carolyn M. Sparks

Mrs. June F. Whitley

Others present: Interim Chancellor John Richardson

President Anthony Calabro, WNCC

President Joseph Crowley, UNR

President John Gwaltney, TMCC

President Robert Maxson, UNLV

President Paul Meacham, CCSN

President Ronald Remington, NNCC

President James Taranik, DRI

General Counsel Donald Klasic

Vice Chancellor Ron Sparks

Interim Vice Chancellor Karen Steinberg

Secretary Mary Lou Moser

Members absent: James Eardley

Also present were Faculty Senate Chairmen Alan Balboni (CCSN), Phil Boardman (UNR), Chris Gaub (Unit), Scott Hawkins (NNCC), Dan Mc Clure (TMCC), Alan Mc Kay (DRI), Mark Melrose (WNCC), and John Swetnam (UNLV), and Student Association Officers.

Acting Chairman Graves called the meeting to order at 2:00 P.M.

Thursday, December 2, 1993, with all Regents present except

Regent Eardley.

1. Approved Consent Agenda

Approved the Consent Agenda (identified as Ref. A, filed with the permanent minutes), containing the following:

(1) Approved the minutes of the regular meeting held

October 21-22, 1993.

(2) Approved the gifts grants and contracts, listed in

Ref. C-1, filed with the permanent minutes.

(3) Approved the following appointment to the Western

Nevada Community College Advisory Board:

Robert Quisenberry, Fallon

Elmo De Ricco, Fallon

(4) Approved the following appointments to the UNLV Minor-

ity Engineering Program Advisory Board:

Ed May, Las Vegas

Judi Schuhmacher, Las Vegas

James E. Clark, Las Vegas

John Cleary, Las Vegas

Aurora Jose Wong, North Las Vegas

(5) Approved the following appointments to the TMCC Advisory Board:

Fred Boyd

Dotti Gallagher

Bob Jones

Re-appointments for a 2-year term beginning December, 1993:

Robert Barengo

Bob Lewis

Fritsi H. Ericson

Kathleen Olson

Denis Graham

Peter Sferrazza

Timothy Grant

Jim Thompson

Richard Harjo

Shirlee Wedow

Karen Kunkle

Hans Wolfe

NOTE: There were two motions made: 1) to exclude item 5 of the Consent Agenda until further discussion (Chancellor's Report), found in item 4; and 2) to

accept item 5 of the Consent Agenda found after item

25. A lengthy discussion was held during the DRI Research Foundation meeting, regarding elected officials serving on advisory boards and foundation boards. Minutes of the DRI Research Foundation meeting are filed in the Regents' Office.

- (6) Approved the following Handbook addition to Title 4, Chapter 17, Section 11, Special Course Fees, WNCC:

RPED 199B Special Topics (Weight Lifting) \$60.00

- (7) Approved the following Handbook change to Title 4, Chapter 17, Section 7.6, Deferred Payment Policy, WNCC effective for the Spring semester, 1994:

Contracts for deferred payments of registration fees are available to students who register for five (5) or more semester credit hours in a Fall or Spring semester. Application for admission fees, laboratory fees, and costs of community service credits and courses may not be deferred. Special fees, i. e., lab fees, insurance, etc., and approximately 1/2 of the registration and tuition fees are payable at registra-

tion. The unpaid balance is due and payable no later than Friday of the 6th week of instruction. If payment for deferred fees has not been made by the prescribed date, the account will be considered delinquent and the student will be placed on financial hold for future registration, grade, transcript, diploma, and certificate privileges. A penalty fee of \$10 per \$100 (or fraction thereof) will be charged on all delinquent accounts. The Registrar is authorized, if necessary, to officially withdraw a student from classes for non-payment with the unpaid balance treated as a student receivable.

- (8) Approved the following Handbook change to Title 4, Chapter 17, Section 12, Special Use Fee, UNLV:

The following fees shall be applicable for recreational use of the Lombardi Recreation building, UNR, the Mc Dermott Physical Education Complex, UNLV, and the Frank and Vicki Fertitta Tennis Complex, UNLV:

(The following section is added at the end of the Mc Dermott Physical Education Complex section and before the UNR, Lombardi Recreation building section:)

UNLV, Frank and Vicki Fertitta Tennis Complex

Recreational Use Fee

Faculty/Staff/Students No Charge

Guests

Individuals \$300 per year (9/1 to 9/1)

Family (4 or less) \$500 per year (9/1 to 9/1)

Each additional

family member \$200 per year (9/1 to 9/1)

(9) Approved a Handbook deletion in Title 4, Chapter 10, Section 18(P), Intercollegiate Athletic Tradeouts, UNLV. Item P. states, "A minimum 15% gratuity should accompany meal tradeouts; gratuities are not reimbursable." As stated, item P. requires a minimum 15% accompanying meal tradeouts, but does not allow the gratuity to be reimbursed, meaning the Coach who may be entertaining a prospective donor or a prospective student athlete must pay the gratuity. This is not fair to the Coach. Elimination of the item will allow the gratuity to be included in the cost of the tradeout. Ref. C-2 is filed in the Regents' Office.

(10) Approved the following Handbook change to Title 4,
Chapter 17, Section 8.1, Refund Policy, NNCC:

1. The following policy is effective for NNCC, effective Spring 1994:

a. The refund for all students, in all programs with the exception of Summer Session, for withdrawal of net credit load shall be:

(1) One hundred percent (100%) if initiated by the end of the first week of the term;

(2) Fifty percent (50%) if initiated the second week of instruction and before the end of the third week of the term;

(3) No refund after the third week of instruction;

(4) No refund shall be given for the application for admission fee.

(11) Approved the Handbook change to Title 5, Chapter 1,

Community College of Southern Nevada Bylaws, as contained in Ref. C-3, filed in the Regents' Office.

(12) Approved authorization to utilize Capital Improvement

Fees at NNCC in the amount of \$31,000 to pay architectural and engineering fees for the Mark Dawson Child Care Facility at NNCC.

(13) Approved authorization to utilize Capital Improvement

Fees at WNCC in the amount of \$5,170 for the installation of communications equipment between the Stewart and Carson Main Campuses. This request will allow the Stewart Campus to communicate on the UCCSN local net.

(14) Approved the Authorization to Install Electrical

Facilities and subsequent easement to Nevada Power Company. This easement is necessary to provide permanent electrical service to the new classroom/office complex at UNLV.

(15) Approved the Authorization to Install Electrical

Facilities and subsequent easement to Nevada Power Company. This easement is necessary to provide permanent electrical service to the new Mc Carran

off-site employee parking lot located at Tropicana Avenue between Paradise Road and Swenson Avenue on the UNLV Campus.

(16) Approved to grant an easement to Nevada Power Company.

This easement is necessary to complete modifications which have been approved for the Thomas and Mack Center at UNLV.

(17) Approved the following interlocal agreements:

A. UCCSN Board of Regents/UNR and the Washoe County School District (Nonexclusive Maintenance and Drainage Easement)

Effective Date: Date approved by Board

Amount : None

Purpose : Easement to provide City of Reno with major drainage ditch between the Sage building fence and Mt. Bismark Street.

B. UCCSN Board of Regents/UNR and the Nevada Department of Human Resources/Division of Child and

Family Services (Interlocal Contract)

Effective Date: Date approved by Board through

September 30, 1994

Amount : \$32,000 to UNR

Purpose : UNR to assess children eligible

for the Independent Living Program for academic performance.

Those who are in need of remedial academic assistance will receive support for Independent Living Program classes.

C. UCCSN Board of Regents/UNR and the Nevada Department of Commerce/Real Estate Division (Interlocal Contract)

Effective Date: Date approved by Board through

June 30, 1994

Amount : \$16,791 to UNR

Purpose : UNR to provide real estate education classes.

D. UCCSN Board of Regents/UNR and the Nevada Department of Commerce/Real Estate Division (Interlocal Contract)

ment of Human Resources/Health Division (Inter-
local Contract)

Effective Date: Date approved by Board through

September 30, 1994

Amount : \$5000 to UNR

Purpose : UNR to provide support services
for prevention, education and
intervention for sexual assault.

E. UCCSN Board of Regents/UNR and Department of Con-
servation and Natural Resources/Division of En-
vironmental Protection (Interlocal Contract)

Effective Date: Date approved by Board through

June 30, 1994

Amount : \$40,000 to UNR

Purpose : UNR to provide data entry serv-
ices.

F. UCCSN Board of Regents/UNR and Nevada Division of
Wildlife (Interlocal Contract)

Effective Date: February 13 through March 30,

1994

Amount : \$8000 to University Inn

Purpose : University Inn to provide rooms
and meals from February 14, 1994
through March 30, 1994 for con-
ference.

G. UCCSN Board of Regents/UNR and the Las Vegas

Valley Water District (Interlocal Contract)

Effective Date: Date approved by Board

Amount : \$61,614 contributed by UNR and
\$61,663 reimbursement to UNR by
the Las Vegas Valley Water Dis-
trict

Purpose : UNR and Las Vegas Valley Water
District to maintain in coopera-
tion a water conservation program
and to conduct research to deter-
mine the feasibility of a shallow
perched saline aquifer in Las
Vegas Valley as alternative ir-
rigation source for turfgrass and
landscape usage.

H. UCCSN Board of Regents/UNR and Department of Conservation and Natural Resources/Division of Environmental Protection (Interlocal Contract)

Effective Date: Date approved by Board through

August 31, 1995

Amount : \$120,000 to UNR

Purpose : UNR to prepare and distribute "Nevada Waste Reporter" newsletters.

I. UCCSN Board of Regents/UNR and the Nevada Department of Human Resources/Division of Child and Family Services (Interlocal Contract)

Effective Date: Date approved by Board through

June 30, 1994, with renewal options until June 30, 1996

Amount : \$25,759 to UNR

Purpose : UNR to adapt training and deliver training during the first year at three rural Nevada replication sites including one site serving

children's birth through three
years and two sites serving chil-
dren ages three through five
years.

J. UCCSN Board of Regents/UNLN and the Department of
Commerce/Real Estate Division (Interlocal Con-
tract)

Effective Date: Date approved by Board through

June 30, 1994

Amount : \$17,186 to UNLV

Purpose : UNLV to provide real estate
education classes.

K. UCCSN Board of Regents/UNLV and the Department of
Human Resources/Welfare Division (Interlocal
Contract)

Effective Date: Date approved by Board through

June 30, 1995

Amount : \$440,000 to UNLV

Purpose : UNLV to collect and analyze
Medicaid hospital data for the

purpose of rate setting, managed

care analysis and comparative

analysis with existing data.

L. UCCSN Board of Regents/UNLV and the Department of
Human Resources/Welfare Division (Interlocal
Contract)

Effective Date: Date approved by Board through

June 30, 1994

Amount : \$5000 to UNLV

Purpose : UNLV to operate an information
and referral service for preven-
tion of sexual exploitation and
provision of general health edu-
cation to UNLV students and the
local community.

Mrs. Whitley moved adoption of the Consent Agenda, with the
exception of item 5, and approval of the prepared agenda
with the authority to change the order of items as specified
throughout the meeting. Mrs. Berkley seconded. Motion
carried.

Mrs. Price requested a discussion be held regarding a policy statement regarding the appointment of elected officials to System advisory boards and foundation boards. A discussion was held during the Chancellor's Report (item #4) and during the DRI Research Foundation meeting. Minutes of the DRI Research Foundation meeting are filed in the Regents' Office.

2. Introductions

Interim Chancellor Richardson introduced Mr. Danny Gonzales, Research Analyst, who will undertake the State Postsecondary Review Entity (SPRE) project and the Dwight D. Eisenhower Math and Science Program. The System Administration Office has received approval to operate SPRE and has received funding until June 30, 1994.

President Maxson introduced student government leader Mr. Pat Smith.

President Maxson took the opportunity to announce that KUNV-FM radio station on the UNLV Campus has received acknowledgement of being the "Best Campus Radio Station in the Country".

President Taranik introduced Mr. John Gardner, Special Programs Coordinator, who also serves as the Space Grant Coordinator at DRI.

President Remington announced that Vice President of Academic Affairs Bill Bonaudi has recently earned his Ed. D. in Higher Education Administration.

President Gwaltney introduced Mr. L. D. Lovett, Director of Multicultural Diversification at TMCC.

President Crowley introduced Mr. J. Christian Grymyr who served on the Sagebrush editing staff that recently published the 100th edition of the Sagebrush.

3. Chairman's Report

Acting Chairman Graves informed the Board that Dr. Eardley's wife, Barbara, recently underwent open heart surgery, which was successful. Dr. Eardley is tending to her at this time, and will return within the next month to assume the Chairman's position.

Acting Chairman Graves appointed the following persons to

serve on the Tuition Committee.

Interim Chancellor John Richardson, Chairman

Regent Daniel Klaich

Regent Jill Derby

President Joseph Crowley, UNR

President Paul Meacham, CCSN

ASB President Melody Carlyle, NNCC

GSA President Sharlene Sayegh, UNLV

4. Chancellor's Report

Interim Chancellor Richardson informed the Board that he recently accepted a gift, on behalf of UCCSN, from the IBM Corporation. Executive Director Don Zitter attended the IBM Conference in Washington, D. C. in which they presented those institutions in attendance an IBM ThinkPad, a notebook computer. The computer will be used by the Chancellor's staff for various assignments, such as notetaking during the Board of Regents' meetings.

Interim Chancellor Richardson stated that Secretary of the Board Mary Lou Moser is working to schedule the Board of Regents' Retreat for late January. She will be contacting

Regents and Presidents to determine the most convenient date.

Interim Chancellor Richardson reported that originally the Nevada WICHE Office was located in the System Administration Office and then was relocated to the UNR Campus during the mid 1980s. The three commissioners, Paul Page, Cheryl Rogers-Purdue and John Vergiels, have requested that the office be relocated to the System Administration Office.

Interim Chancellor Richardson stated that he was supportive of this request. This will establish closer ties to the WICHE and Nevada higher education activities. He announced that he will proceed to make these arrangements unless he hears of any objections from the Board members. He introduced Dr. Paul Page and Mr. Ron Sparks, II, Director and Certifying Officer for WICHE.

Interim Chancellor Richardson reported that WICHE has undertaken the task of examining ways to increase the number of minority faculty because of the insufficient numbers nationally and the competition to hire such individuals at the institutions. The Regents' ad hoc Committee on Ethnic Minority Affairs is also concerned about these issues. WICHE recently held a meeting to discuss a proposal to

address this issue. A sizeable grant from the Pew Foundation Trust has been given to fund three or more doctoral fellows in the western states for the next three years for this project. Senior Research Analyst Sunny Minedew is attending a meeting in Salt Lake City, Utah to learn more about this project.

Interim Chancellor Richardson announced that the University Press has received honors for its publication, "The Temptations of St. Ed and Brother S", by Frank Bergon (a native of Ely, Nevada). This publication has received coverage in Publishers Weekly, Kirkus, Library Journal, New York Times Book Review and Boston Globe.

UNLV has been invited to join the Oak Ridge Associated Universities (ORAU). ORAU is a private not-for-profit consortium of over 65 predominantly eastern Colleges and Universities. Its mission is to provide and develop capabilities critical to the nation's infrastructure in energy, education, health and the environment.

It is anticipated that membership in ORAU will allow faculty and students access to federal research equipment and facilities, fellowships, scholarships and research alliances.

Interim Chancellor Richardson reported that currently there is no definitive Regents' policy that exists which deals specifically with the issue of service of elected officials in the UCCSN. Concerns have surfaced regarding elected officials serving as members of advisory committees, trustees on foundation boards and as employees within the System.

Mrs. Price has also raised the issue for which a definitive policy should exist regarding political candidates using Campus facilities during campaigns.

The Council of Presidents has discussed these matters and it was determined that the Board of Regents may wish to discuss these issues if they wish to set a policy.

Interim Chancellor Richardson suggested that this item be brought forward under "New Business" in order for Mrs. Price to be able to raise these issues and for the Board to determine whether it will accept the proposed appointments on the Consent Agenda that have been held over for discussion.

5. Approved the Bond Refunding, University Refunding Revenue Bonds

Approved the following resolution authorizing the issuance
of the UCCSN Universities Refunding Revenue Bonds, Series
January 1, 1994:

RESOLUTION #93-8

A resolution designated by the short title "1-1-94
Student Fee Bond Resolution"; concerning the Univer-
sities of the University and Community College System
of Nevada; authorizing the issuance of the "University
and Community College System of Nevada, Universities
Refunding Revenue Bonds, Series January 1, 1994", for
the purpose of refunding certain outstanding bonds;
accepting on behalf of the University the best bid for
the purchase of the bonds; providing duties, privileges,
powers, liabilities, disabilities, immunities and rights
pertaining thereto; providing covenants, agreements and
other details, and making other provisions concerning
the Universities, the bonds and the pledged revenues;
ratifying action previously taken and pertaining to the
foregoing matters; providing other matters relating
thereto; and repealing all resolutions in conflict
herewith.

Mrs. Gallagher moved approval of the resolution authorizing the issuance of the UCCSN Universities Refunding Revenue Bonds, Series January 1, 1994. Mrs. Sparks seconded.

Vice Chancellor Sparks reported that UCCSN received three bids, and recommended the Board to award the bid to the company that submitted the lowest bid, Hutchinson, Shockey, Erley & Co. of Chicago at an interest rate of 5.49%. The bond sale total is \$21,600,000 and will be allocated for the UNR Church Fine Arts, UNR Canada Hall, and UNLV Dining Facility. By awarding the bid to Hutchinson, Shockey, Erley & Co., \$1,590,411 will result in a total savings for the System.

Motion carried.

6. Approved the Bond Refunding, Community College Student Fee Refunding Revenue Bonds

Approved the following resolution authorizing the refunding, paying and discharging of certain outstanding bonds of the University payable from fees collected from students at the Community Colleges:

RESOLUTION #93-9

A resolution designated by the short title "12-1-93 Community Colleges Student Fees Bond Resolution"; concerning the Community Colleges of the University and Community College System of Nevada; authorizing the refunding, paying and discharging of certain outstanding bonds of the University payable from fees collected from students at the Community Colleges; authorizing the issuance of the "University and Community College System of Nevada, Community Colleges Student Fees Refunding Revenue Bonds, Series December 1, 1993", for the purpose of defraying in part the cost of such project; accepting on behalf of the University the best bid for the purchase of the bonds; providing covenants, agreements, and other details, and making other provisions concerning the Community Colleges, the bonds, and the pledged revenues; ratifying action previously taken and pertaining to the foregoing matters; providing other matters relating thereto; and repealing all resolutions in conflict herewith.

Vice Chancellor Sparks reported that UCCSN received 4 bids

and recommended the Board to award the bid to the company that submitted the lowest bid, La Salle National Bank of Chicago at an interest rate of 4.54%. The bond sale total is \$2,295,000 and will free funds for capital improvements for TMCC worth \$225,000 and CCSN worth \$325,000. By awarding the bid to La Salle National Bank, \$178,155 will result in a total savings for the System.

Mrs. Gallagher moved approval of the resolution authorizing the refunding, paying and discharging of certain outstanding bonds of the University payable from fees collected from students at the Community Colleges. Mr. Klaich seconded. Motion carried.

7. Approved Emeritus, UNLV

Approved Emeritus Status for Dr. Wilbur Stevens, Emeritus Professor of English at UNLV, effective January 1, 1994.

Dr. Derby moved approval of Emeritus Status for Dr. Wilbur Stevens, Emeritus Professor of English at UNLV, effective January 1, 1994. Mrs. Whitley seconded. Motion carried.

8. Information Only: Outstanding Faculty Recognition

At the request of the Board of Regents, each Faculty Senate Chairman reported on the outstanding faculty achievement for the institution. Ref. B is filed in the Regents' Office.

University of Nevada, Reno

Ms. Susan Carkeek

Desert Research Institute

Dr. William Pierson

Truckee Meadows Community College

Ms. Ohne Mulder

9. Information Only: Outstanding Student Recognition

At the request of the Board of Regents, each Student Government Officer reported on the outstanding student achievement from the institution. Ref. C is filed in the Regents' Office.

University of Nevada, Reno

Tina Marie Crinite

Truckee Meadows Community College

Barbara Hartzell

10. Information Only: Public Comment

UNLV Faculty Senate Chairman John Swetnam discussed aspects of teaching in higher education. He felt that teaching should be in the forefront when discussing organization of the institutions and the development of the budget. As Faculty Senate Chairman at UNLV, he will appoint a committee which will develop a report highlighting ideas for teaching for presentation to the Board of Regents at its February meeting.

Ms. Christine Kelly, returning student, discussed the new grading policy. She felt that the policy should be uniform throughout the System. She stated that she is competing with other students for admittance into the Nursing program at UNR and she felt that the grading policy makes it

easier for some students and harder for others. It was noted that ASUN is conducting a student survey and that other institutions may want to conduct a similar survey. When the results have been compiled the Board of Regents will determine whether or not this issue should be brought forth for further discussion. Interim Chancellor Richardson suggested that the policy remain in effect for at least one full year. He felt that it was far too early to make a determination on the policy. The current policy had been discussed with Faculty Senates and Presidents, and a compromise was made to implement the current policy.

11. Information Only: Report on Gaming-Related Classes and Programs, UCCSN

In response to a request for information about gaming-related classes and programs throughout the UCCSN, Interim Vice Chancellor Karen Steinberg presented an overview. Ref. D is filed in the Regents' Office.

Dr. William R. Eadington, Director of the Institute for the Study of Gambling and Commercial Gaming at UNR, made a presentation on the Institute and its activities. The institute was formed in 1989 by the UNR College of Business Ad-

ministration; however, involvement with the Study of Gambling and Commercial Gaming goes back to 1973. The institute is very active in research, conferences, information and knowledge. Academia has recognized the study of gambling, but the program involves non-degree level programs, degree granting programs, and executive level outreach programs throughout the world. The mission is to be the world center for gambling studies and research.

Dr. Eadington reported that several publications have been produced through the Institute for the Study of Gambling and Commercial Gaming (6 books through the institute, and a journal on gambling studies that is co-sponsored by the Institute). The journal originally addressed deviant gambling behavior, but now it has become a major publication on many aspects of gambling. The University of Nevada Press has agreed to publish a Gambling Studies Series.

Dr. Eadington reported that educational programs have been developed, such as the Executive Development Program and Casino Management Issues for senior level casino executives. The Gaming Management Series sponsors national workshops conducted in cooperation with UNR's Continuing Education. The Hotel/Gaming Professional Development Program is a

short non-degree course created for the Northern Nevada gaming industry. Gaming courses are taught throughout the College of Business Administration at UNR.

The Institute for the Study of Gambling and Commercial Gaming is active in national and international conferences. Such conferences included the North American Conference on the Status of Indian Gaming; the Eighth International Conference on Gambling and Risk Taking; the Second North American Conference on the Status of Indian Gaming held in Reno; the Ninth International Conference on Gambling and Risk Taking held in Las Vegas; and the Institute co-sponsored the First Asian-Pacific Conference on Casinos and Gaming in Hong Kong.

The Institute does have a 20-member advisory board, with membership from Nevada (10), other U. S. states (5), and the remainder from the United Kingdom, Holland, Canada and Spain. The membership represents pioneers in gambling research, leaders of regulatory bodies, recognized experts in various fields, and leading gaming companies.

Dr. Eadington stated that the Institute works with other institutions nationally and internationally and is very

active in media contacts, such as the New York Times, Economists, Washington Post, CNN, PBS and others.

Upon questioning, Dr. Eadington responded that the Journal on Gambling Studies is published four times a year for \$45 per subscription.

Mrs. Sparks indicated that UNLV has similar courses and questioned whether UNR's Institute for the Study of Gambling and Commercial Gaming shares information and works with the UNLV program, and Dr. Eadington replied in the negative.

Mrs. Price stated that the two programs at the Universities are outstanding; however, she had a problem with these courses being supported by the System. She requested that the issue of privatizing courses be placed on the agenda for the Board of Regents' Retreat.

Acting Chairman Graves stated that this was a very impressive presentation. He felt that the UCCSN should have this expertise and become the leaders throughout the world on this issue. He requested that UNLV and CCSN make similar presentations to the Board in the future.

The opening meeting recessed at 3:30 P.M. for committee meetings and reconvened at 9:50 A.M. Friday, December 3, 1993, with all Regents present except Regent Eardley.

12. Information Only: Regents' Workshop on the UCCSN Budget

A workshop on the UCCSN Budget was presented by Interim Chancellor Richardson and Vice Chancellor Sparks. An overview of the budget process and calendar, and a review of the Capital Budget Process were discussed.

The workshop included a review of the processes used to establish the capital budget, the base budget and the priority budget, as well as a review of a calendar of deadlines and important dates. A review of the UCCSN budget structure including appropriation areas, functions, and expenditure objects was also reviewed.

Interim Chancellor Richardson reviewed the budget calendar, filed in the Regents' Office, which includes information on the Budget Overview, UCCSN Capital Construction Process, UCCSN Operating Budget Process, the Budget Process History, and UCCSN Biennial Operating Budget Structure. He explained

that the calendar has been scheduled as a two-step process.

He requested that if anyone had any issues that they wished discussed during the upcoming sessions, they be brought forward at the meeting prior to the appropriate meeting, so that staff can be prepared.

Acting Chairman Graves questioned whether revenue projections would be predicted by January 1994, and Interim Chancellor Richardson stated that Vice Chancellor Sparks follows the information provided on tax and gaming collections and revenue. He is able to give preliminary projections on the economy of the State and the General Fund Revenue for the next biennium. Vice Chancellor Sparks stated that the newly appointed State Budget Director, Mr. Perry Comeux, has been invited to the January workshop. It is hoped that an update of the revenues can be made in order to make a projection for the next biennium.

Mr. Foley stated that UCCSN has utilized the same formulas which in recent times have been a disaster in the Legislature. He strongly felt UCCSN should abandon the formulas and base the budget on needs and priorities. It is time to take a good strong look at these formulas.

Mr. Klaich objected to Mr. Foley's comments regarding the generalization of acceptance by the Legislature. When there is no money available, it doesn't matter how the budget was presented. During the 1993 Legislative Session, the UCCSN took measures that were incredible and were doomed from the start because of lack of funding. It did not have anything to do with the way UCCSN's budget was prepared. The "gingerbread" approach is not feasible at this time. The formulas have taken growing institutions and funneled the money to maintain the institutions. The formulas have failed because of the rapidly growing institutions. Mr. Klaich stated it is the State's fault, not the formulas' fault, that UCCSN was not appropriately funded. Taxpayers must be made aware that if they want quality education, then they must pay.

Interim Vice Chancellor Karen Steinberg stated that the upcoming workshop will address these issues.

Dr. Derby stated that she did not advocate "gingerbread" budgeting and appreciated Mr. Klaich's remarks; however, she reflected back on Mrs. Price's recent comments that there is a difference between incremental vs. priority budgeting.

The values in 1971, when the formulas were devised, may be

different than the 1993 values. She felt that the formulas should be reviewed and that the assumptions of why formulas were developed should also be reviewed.

Mrs. Price supported Mr. Foley's concerns and questioned whether the budget process included total expenditures or only the State supported expenditures. Interim Chancellor Richardson stated that UCCSN is concerned with securing funds for the System, therefore the State budget which is funded by the State's General Fund will be discussed. The gifts, grants and contracts will not be discussed.

Mrs. Price announced that she would not be in attendance during the next two meetings; therefore, she has requested Professor Jim Roberts to attend the meeting on her behalf and report back to her after the meetings.

Interim Vice Chancellor Steinberg stated that the overall purpose for this workshop and the one scheduled in January is to address the values and issues on this sensitive subject. The Chancellor's staff has held many discussions on how to proceed with the budget process and it was determined that everyone should have a basic overall understanding of the budget process, with its flaws and good points, and how

it fits into the State's budget process.

Interim Vice Chancellor Steinberg explained that a budget is a financial plan that includes proposed expenditures and estimated revenues for an estimated time. It is a plan. She further explained that the "Capital Budget Request" contains in priority order requests for new capital projects, i. e., buildings. The "UCCSN Biennial Operating Budget Request" will contain UCCSN's operating request for the 1995-97 biennium. It is composed of two parts: 1) the "Base Budget" reflects the funds necessary to maintain existing programs and extends those funds into the next biennium with adjustments for student enrollment increases, inflation, operating funds for new facilities, adjustments to reach previously approved budget formulas, and other selected adjustments; and 2) the "Priority Requests for New Funding" includes those items that fall outside the Base Budget and include requests for new programs or activities or for enhanced funding to other activities. She emphasized that the Board of Regents sets the parameters for constructing the Base Budget and sets the priority for new funding.

She explained the UCCSN Capital Construction Process for new construction and maintenance, repair and renovation.

This information is intended to give the Board members a sense of the process, and if additional information is needed, Interim Vice Chancellor Steinberg encouraged the members to contact the Chancellor's staff and they would give further explanation.

Vice Chancellor Sparks explained the UCCSN Operating Budget Process which includes the Base Budget and the Priority Requests for New Funding. The Base Budget is an extension of the existing programs for the next biennium. This process is started every odd-numbered year with the parameters being reviewed. He explained the process for Priority Requests for New Funding, which is started in the Fall of each odd-numbered year.

Vice Chancellor Sparks reviewed the budget process history. He reminded the members of the Board that prior to the 1983 Legislative Session the System's budget was \$86.7 million and in 1993 the budget has increased to \$250.5 million, an increase of 189%. Enrollments have grown by 73.8% since 1982. No other state in the country has grown at this rate. He proceeded to review the documentation provided at the meeting, which is filed in the Regents' Office.

He reported that during the 1993 Legislative Session, the General Fund operating support decreased 2.7% over the biennium; the instruction formulas were suspended for the biennium; 50% of the fee increase was set aside to improve student access; UCCSN received 18.3% of the total State Appropriation; and \$48.3 million was received for Capital Improvements.

In order to restore the instruction budget, it will cost the State each year of the biennium \$20-25 million. In addition, to fund the support services it will cost \$20-25 million. By allocating a 1% pay increase throughout the System, it will cost approximately \$2 million for each percentage, and to increase the merit program, it will cost \$1-2 million per year.

Vice Chancellor Sparks indicated that the State of Nevada adopted the 3-tier budget process in 1991 to include adjusted base, program enhancement, and priority requests for program enhancement. The UCCSN's operating budget is only 2-tiered: Base Budget and Priority Requests for New Funding. UCCSN should attempt to be as close to the State's procedure so there wouldn't be wasted time in explaining why UCCSN is

different. UCCSN should be similar to the State's process and UCCSN should make every attempt to come together with the State's process.

Mrs. Berkley left the meeting.

UCCSN's budget structure is based on NACUBO's suggested structure in order that comparison can be made easily.

The UCCSN budget is arranged to display System resource needs by System activities. The activities are classified in various ways: Appropriation Areas, Budget Function and Expenditure Objects. Vice Chancellor Sparks reviewed these structures. He noted that funds appropriated to each of the appropriation areas cannot be interchanged or moved from one area to another. The 8 budget functions are not utilized in all budgets. The budget functions used by UCCSN have been defined by NACUBO.

Mrs. Berkley returned to the meeting.

Vice Chancellor Sparks indicated that within the 8 budget functions, funds can be moved between the functional areas, but UCCSN tries to stay as close to the legislative intent as possible. The transfers are reported to the Board of

Regents once a year.

In summary, Vice Chancellor Sparks stated that the UCCSN biennial operating budget is made up of 23 appropriation areas. Within each appropriation area, specific activities are described by budget function categories. There are 8 approved functions, each appropriation area uses one or more of these functions to describe its activities. Finally, for each function area, there are objects of expenditure. The UCCSN uses 9 standard expenditure objects.

Acting Chairman Graves commended staff for an excellent presentation.

Mr. Foley stated that this process has been explained before and the next budget will be generated as in the past. He felt that NACUBO was bureaucratic. He strongly suggested that UCCSN approach the legislative money committees and have them face reality, let them cut programs and reduce education at any of the 7 institutions. He felt that approaching the Legislature for full funding of the formulas was an absolute myth. Higher education in Nevada costs money and the Legislature should face up to this fact.

Mr. Klaich stated that when displacing an old value system, a new value system must be incorporated or chaos will ensue.

The formulas are the present value system. He questioned if the "new" budget would be constructed by listing all programs throughout the system. Mr. Klaich stated that students have the right to be taught quality education and have access to facilities and support services. He stated that the formulas are a service delivery system to men and women in the State of Nevada. He questioned what is so wrong with the formulas, and if Mr. Foley had a base for his proposal.

Mr. Foley stated that UCCSN should revisit the process and see if the funding formulas are still desirable. He felt that after each Legislative Session, the Legislators claim they did the best they could with what they had to work with, and that UCCSN doesn't really expect to get fully funded. He is not asking the Board to junk anything, but just that the Board not blindly adopt the same old routine. He suggested that the institutions devise a budget that would fit their own institution and find out what the Legislators are going to do about funding higher education. UCCSN must take a stand and abandon the Legislature's opportunity to deny full funding of the formulas. He stated

that he would be very disappointed if nothing different was done about the budget process.

Mrs. Sparks indicated that she respected Mr. Foley's comments and his right to disagree with the process; however, she stated that she served on the Funding of Higher Education in Nevada Committee, and the formulas are the "new" way of processing the budget. The "old" way allowed the Legislature to delete programs on their own. The Committee attempted to provide some parity between the institutions and to limit and restrict the budget. The formulas were devised by members who serve on several Statewide committees. The Committee felt that formulas were fair to all institutions. If the formulas were to be discarded it would impact funding for growth. She recommended that the Board of Regents proceed with the current process. The Board of Regents and UCCSN should utilize its strength in relaying to the Legislators the importance of funding higher education. It is not fair to the Chancellor's staff to redevelop a budget process.

Mrs. Price addressed Mr. Klaich's remarks regarding values. She did not believe that UCCSN is changing its values, but the mechanism in reaching those values, such as teaching,

research, etc. She felt that to reach the values, the Board should set its values based on priorities, not previous history. She mentioned that former State Budget Director Judy Matteucci tried making changes to the budget process, and suggested that Mr. Klaich speak with her. In order to set priorities, the Board needs to review information regarding programs to budgets, mission statements and strategic plans. There is an opportunity at this time to make a change and listen to others about the budget process, or UCCSN may be bound for another 2-3 years to "business as usual".

Mrs. Gallagher reminded the Board that the budget process does not only affect UCCSN, but other State agencies. Legislators, higher education personnel, and the citizens of the State of Nevada are the ones to develop a budget. This is the time to make a difference about quality education.

She suggested to those who want to go back to the way the budget was presented in the past to speak with President Crowley, and he could tell them about the time UCCSN was kicked out of a legislative meeting to go back and formulate a corrected version of the UCCSN budget. UCCSN must work with the legislative process. The Legislators do have control of the monies and can call UCCSN to the carpet if necessary.

Dr. Derby stated that this discussion is an "either/or" dialog. She did not feel that the formulas should be discarded, but that UCCSN's values be discussed to see if its current needs are being addressed. She did not have a specific alternative, but felt that the structure developed in 1985 should be reviewed. The Board of Regents has an enormous social impact on society, and she felt that whatever the process should be, that recently it was reported that UCCSN leads the nation in being the last higher education system to give to needy students. She questioned if the current formulas were addressing this issue and if the formulas adequately address student access.

Mrs. Whitley questioned why salaries and computer expansion are listed under the priority requests for new funding and not the base budget. Vice Chancellor Sparks replied that these are new salaries and new equipment, not recurring expenditures.

Mr. Klaich stated that he has been tagged the "Guardian of the Past" because he is usually opposed to change. He stated that he is not guarding the formulas, but only wants to do what is best for the students. He is not opposed to

revision, but that it be done constructively and fine-tune the process with detailed information.

Acting Chairman Graves noted the frustration between the members of the Board. A very sophisticated budgeting system has evolved over the years and with the strategic directions being included in the construction of the budget, it will become even more sophisticated. There is a great need to educate people on the dramatic effects that take place at UCCSN's institutions if the budgets are not fully funded, such as quality education, decreased access, and limited counselors and support staff. He felt that the current budget process is appropriate and suggested no change take place at this time, but that the budget process be enhanced by including the strategic directions and the academic master plans.

13. Disapproved an Emergency Item: Allocation of Regents'

Special Project Funds

Regent Lonnie Hammargren requested consideration of an allocation from the Regents' Special Project Funds to Desert Research Institute for the purpose of leasing an earth globe and distributing educational materials to schools in

Nevada.

The emergency exists because the proposed project became available after publication of the Board of Regents' agenda and needs to be in the State prior to January 6, 1993.

Mrs. Gallagher moved acceptance of the emergency item for consideration of an allocation from the Regents' Special Project Funds to DRI. Dr. Derby seconded.

Interim Chancellor Richardson explained that this item was brought to his attention by Regent Hammargren. After consulting with General Counsel Klasic, it was determined that in order for the Board of Regents to engage in discussion of this activity, the item would immediately need to be brought before the Board for consideration. If the item were to have been placed on the next agenda, the opportunity would have passed.

General Counsel Klasic stated that the criteria for an emergency item was whether the item was unforeseen at the time the agenda was published. He requested additional information regarding the nature of the timing of this project.

Dr. Hammargren explained that this project is an atmospheric science project and the DRI Space Grant could become actively involved. He requested that the event happen in conjunction with the next Earth Winds launch in January. He informed the Board that the project is now temporarily being stored in Las Vegas and by implementing this project at this time would save money on shipping costs.

President Taranik stated that he learned of this project on Tuesday, November 30. Dr. Hammargren had spoken to Mr. John Gardner, Space Grant Coordinator, about this project. Mr. Gardner presented President Taranik with a video tape cassette of this project which was initiated at the University of Minnesota. President Taranik agreed that this project is an outstanding program that will provide outreach services to all levels of education (K-16).

President Taranik explained that the project is for students of various ages to build a globe on a University Campus. This proposal was hoped to be built in conjunction with the Earth Winds launch. However, President Taranik noted that students will be on Winter break during this window of opportunity. He stated that DRI is willing to facilitate this

activity through its Space Grant Program.

President Taranik relayed that the Marsville project took 6 to 9 months to plan with K-12. It was successful, and in order for this proposed project to be successful, President Taranik stated that K-12 would need to be involved.

Acting Chairman Graves stated that it was his understanding that this project is only in the State for the next 3 months and then it will be shipped to Israel.

Dr. Hammargren stated he has spoken with Mrs. Sandy Miller and Ms. Anne Lynch, associates with the Education 2000 program, who have stated that the program would be viable.

Dr. Hammargren stated that the emergency of this item is the availability of the globe to Nevada.

A roll call was taken:

Affirmative: Regents Derby, Hammargren, Whitley

Negative : Regents Foley, Gallagher, Klaich, Sparks

Motion failed.

President Taranik encouraged that Board of Regents consider this project for the future and take time to view the video cassette that has been provided. Acting Chairman Graves requested interested Regents to view the video cassette tape on their own time.

Mrs. Sparks requested that this item be placed on the agenda in the future and that it would be an excellent endeavor if enough planning time were allowed.

Dr. Hammargren stated tht he did not actually believe that this item would receive approval by the Board of Regents, but hoped that the Board would keep an open mind and view the video cassette tape for additional information. It is the process in which this emergency item was placed on the agenda that is being denied. He stated that he would be willing to place this issue on a future agenda.

Mrs. Gallagher stated that she was not against the project, but objected to the process in which it came to the Board of Regents.

Mrs. Berkley stated that she was uncomfortable with this

project and did not feel that it is a part of the academic plan that has been set by the Board of Regents and the institutions. She felt that if K-12 and Nevada 2000 liked the project, then maybe those entities should consider the project.

The open meeting recessed at 11:50 A.M. for lunch and reconvened at 12:50 P.M. Friday, December 3, 1993, with all Regents present except Regents Eardley, Hammargren and Klaich.

14. Approved Fall 1993 Enrollment Report

Interim Vice Chancellor Karen Steinberg presented the official Fall 1993 Enrollment report. She summarized Campus and System data, and presented information concerning enrollment by gender, race-ethnic designation and full-time/part-time status, as contained in Ref. D, filed in the Regents' Office.

Some of the highlights discussed were as follows:

The UCCSN currently enrolls 35,619 full-time equivalent (FTE) students. Although this represents a decrease of 379 FTE students, or 1.1% from Fall 1992, it is an in-

crease of 67% from the Fall of 1984.

The Community Colleges currently enroll 13,579 FTE students, a decrease of 263 students, or 2% from the Fall 1992 semester and an increase of 89.5% from the Fall of 1984.

The Universities currently enroll 22,040 FTE students, a decrease of 116 FTE students, or 0.5% from the Fall 1992 semester and an increase of 55.6% from the Fall of 1984.

The UCCSN is currently serving 65,124 State supported students. This is a decrease of 692 students of 1.1% from the Fall of 1992 and an increase of 60.4% from the Fall of 1984.

The UCCSN Community Colleges currently serve 35,305 State supported students, a decrease of 1314 students, or 3.8% less than the number enrolled in Fall 1992 and an increase of 64.9% from the Fall of 1984.

The total headcount for the UCCSN Community Colleges, including both State supported and non-State supported

classes, is 46,281.

The Universities currently serve 31,819 State supported students, an increase of 622 students or 2.0% over the number enrolled in Fall 1992 and an increase of 55.9% over the Fall of 1984.

69% of UCCSN students are part-time students.

49% of University students are part-time students, up from 48% in 1992.

87% of Community College students are part-time students, up from 86% in 1992.

56% of all students in Fall 1993 are female, a slightly larger proportion than in 1992.

75% of all UCCSN students in Fall 1993 are white, 16.7% are minority students, 3.0% are non-resident alien, and 5.4% are of unknown status.

Student age data are collected every other year. The following UCCSN age data were reported for Fall 1993:

Systemwide, 27.0% of students are between 18 and 21 years of age; 33.5% of students are 22 to 29 years of age; 20.4% of students are 30 to 39 years of age; 11.9% of students in 1993 are between 40 to 49 years of age; 5.5% are over 50 years of age; and 1.1% are under 18 years of age.

Because the issue of out-of-state students has received much attention this year, specific information about this topic is included below:

The total number of non-resident students enrolled in the UCCSN in Fall 1993 is approximately 6000.

This number also includes students who attend UCCSN institutions under special tuition policies such as Good Neighbor, Children of Alumni and WICHE Western Undergraduate Exchange (WUE) programs.

In Fall 1993, 1228 students enrolled in UCCSN institutions under the Good Neighbor Policy.

283 students enrolled in UCCSN institutions under the WICHE/WUE program in Fall 1993.

At the Universities, UNR reports 1284 students in Fall 1993 are California residents, an increase of 17.9% over Fall 1992 (1088). UNLV reports 802 students are California residents, an increase of 90% from Fall 1992 (422).

Interim Vice Chancellor Steinberg felt that the decline in enrollment was due to lack of resources and not enough faculty to teach courses. The defacto cap in enrollment is a serious issue.

Acting Chairman Graves suggested that more information be gathered and reported on the declining rate of student access. This may help UCCSN when this is presented to the Nevada State Legislature and other significant entities.

Dr. Derby moved to adopt the Fall 1993 Enrollment Report.

Mrs. Gallagher seconded.

Dr. Derby questioned the flattened enrollment rate, and Interim Vice Chancellor Steinberg offered 3 factors for this decline:

- 1) declining revenues
- 2) increase in cost of education
- 3) increase in admission standards to the Universities

Mr. Klaich entered the meeting.

Acting Chairman Graves requested that if anyone should receive written notice from a student(s) on her/his trouble in being admitted to a course, to forward the letter to all Legislators so they can be made aware of this important issue.

Motion carried.

15. Approved the Loan Resolution, NNCC

Approved the following resolution to solicit proposals for a proposed loan up to \$600,000 for the purpose of constructing a building in Ely, Nevada, for NNCC.

RESOLUTION #93-10

It is hereby resolved by the Board of Regents of the University and Community College System of Nevada that:

The Officers of the University be and hereby are authorized to solicit proposals for making a loan to the University and Community College System of Nevada in the amount of up to \$600,000 for the purpose of constructing a building in Ely, Nevada, for Northern Nevada Community College.

The Board of Regents at its April 9-10, 1992 meeting approved the construction of a facility in Ely to be funded by an \$850,000 EDA Federal grant to be matched with NNCC Foundation and Campus Capital Improvement Funds. The total project is estimated to cost \$1.7 million and has been approved by the State Public Works Board and the Legislative Interim Finance Committee. According to the Federal grant restrictions, construction must begin by Fall 1994.

Following is a breakdown of the funds available to begin construction on 7/1/94:

NNCC Capital Improvement Funds	\$ 50,000
NNCC Foundation	356,913
EDA Grant	850,000
Total	\$1,256,913

The Board gave approval to NNCC to solicit proposals for a short-term (5 years) bank loan up to \$600,000 to provide the balance of funds necessary to begin construction of this facility. Funds for the debt service for this loan will come from \$100,000 in Student Capital Improvement Fee funds with the balance to come from the NNCC Foundation.

The results of the loan proposals will be brought back to the Board for final approval.

Mrs. Gallagher moved approval of the resolution to solicit proposals for a proposed loan up to \$600,000 for the purpose of constructing a building in Ely, Nevada, for NNCC. Mrs. Sparks seconded. Motion carried.

16. Approved the Loan Resolution, TMCC

Approved the following resolution to solicit proposals for a \$1,200,000 TMCC Bank Loan (Applied Technologies Center building):

It is hereby resolved by the Board of Regents of the
University and Community College System of Nevada
that:

The Officers of the University be and hereby are authorized to solicit proposals for making a loan to the University and Community College System of Nevada in the amount of up to \$1,200,000 for the purpose of constructing the Applied Technology Center building on the Campus of Truckee Meadows Community College.

The Applied Technology Center is a joint project between TMCC and the TMCC Foundation. The facility will house occupational programs for the Campus. Total cost of the facility is estimated to be between \$2 and \$2.4 million with the Foundation funding half of the cost and the Campus the other half using student capital improvement fee funds.

Currently, cash on hand from the Foundation exceeds \$700,000 with the balance of the Foundation share to come from pledged revenue. In order to begin this project in conjunction with the construction of Phase VI authorized by the last session of the Legislature, approval is to be given to TMCC to solicit proposals for a short-term bank loan in an amount

up to \$1.2 million. The project will begin in the Summer of 1994 and TMCC will request approval at the 1995 Legislature to convert the short-term loan to a student fee revenue bond.

Interim Chancellor Richardson and Vice Chancellor Sparks recommended approval with the understanding that the loan proposals will be brought back to the Board for final approval. Also, State Public Works Board and Legislative Interim Finance approval will be required before the project can be started.

Mrs. Gallagher moved approval of the resolution to solicit proposals for a \$1,200,000 TMCC Bank Loan for the Applied Technologies Center building at TMCC. Mrs. Whitley seconded. Mrs. Price abstained. Motion carried.

17. Disapproved a Handbook Addition, Acquisition or Sale of Real Property

The Board of Regents had requested that a policy be drafted on acquisition or sale of real property. The proposed policy is as follows:

Acquisition or Sale of Real Property

1. Before the Chancellor or the President of a UCCSN institution can commence negotiations for the purchase or sale of real property on behalf of the Board of Regents, the Board's approval must first be obtained.
2. After the Board of Regents gives its approval for the acquisition or sale of real property, the Chancellor or the President of a UCCSN institution, as the case may be, shall be authorized to negotiate the real property acquisition or sale, including the purchase or sale price, subject to the subsequent approval of the terms of the purchase or sale by the Board.
3. All offers for the acquisition or sale of real property under this subsection must be in writing and must contain the following statement:

The (purchase) (sale) offer is contingent upon the approval of the terms of the (purchase) (sale) by the Board of Regents. If the Board of Regents does not approve the terms of the (purchase) (sale), the (purchase) (sale) offer made herein is void and

is of no binding effect whatever.

If this policy were approved, it would become a part of the Handbook, Title 4, Chapter 10, Business Management.

General Counsel Klasic explained that Mr. Graves had requested the Chancellor's staff to develop a policy, and the staff developed a 3-step process as stated above.

Mr. Foley suggested that another step be added to the process between the above steps 2 and 3, in which prior to Board approval of the sale a notice be placed in the local newspapers. This will give the public an opportunity to raise issues to the sale.

Mrs. Gallagher moved approval of the Handbook addition regarding the acquisition or sale of real property to include Mr. Foley's above mentioned suggestion. Mr. Klaich seconded.

President Crowley stated that he had some concerns with the proposed policy. Since 1976, which is the date of UNR's previous physical master plan, UNR was placed in a position to acquire land along the perimeter of the UNR Campus. This

property consists of mainly houses. There is some concern about this delicate process to acquire land. UNR needs to take advantage of the market and instantaneously seize available land. If the proposed policy is approved, it may take possibly 3 months to purchase property. This may allow other potential buyers to claim the land first or in the interim the seller may decide to take it off the market and rent the property. By placing a public announcement in the local newspapers, the price of the land may be increased; therefore, the institution may have to withdraw its proposal to purchase the land. President Crowley stated that the current process has worked for UNR for the past 17 years and he would not like to tamper with the policy.

Acting Chairman Graves stated that he understood President Crowley's concerns. He suggested that the first step of the proposed policy be changed to "... the Chancellor's approval must first be obtained.", rather than the Board's approval. This will expedite the process.

Acting Chairman Graves stated that the purpose of this proposed policy is to address the selling process, not the acquisition of land. It was brought to his attention when UNLV approached the Board of Regents for approval of an

allocation of funds for the purchase of land during the negotiation period. UNLV offered a lower price than approved by the Board of Regents for the land. It would have been possible that the seller could have learned of the maximum amount approved by the Board and set the price at that approved amount. Acting Chairman Graves suggested that the Chancellor give approval during the negotiation period.

After several suggestions were brought forward, the Chancellor's staff was directed to revise the policy to reflect the concerns raised during this discussion. Interim Chancellor Richardson added that all Board of Regents' action is made public; therefore, it would be redundant to require a notice in the newspapers.

Motion failed.

18. Disapproved the FY Merit Increase for Administrators

At its October 1993 meeting, the Board approved to grant merit increases retroactive to July 1993 to Associate Deans and above and to other personnel reporting to the Chancellor or a President not considered for a merit increase earlier

this fiscal year. In accordance with Board of Regents' policy, the following increases were requested:

	2%	1993-94	
	Current	Merit	Total
	Salary	Increase	Salary
Chancellor's Office			
Sue Baker	\$ 35,706	\$ 714	\$ 36,402
Doug Burris	114,200	2,284	116,484
Pamela Galloway	51,519	1,030	52,549
Donald Klasic	86,650	1,733	88,383
Mary Lou Moser	65,629	1,312	66,941
Thomas Radko	62,845	1,257	64,102
Ron Sparks	102,787	2,056	104,843
Karen Steinberg	84,000	1,680	85,680
Donald Zitter	84,407	1,688	86,095

Interim Chancellor Richardson stated that the Board recently approved a policy on salaries. The Presidents' decision has been reported to the Regents as information, in accordance with the new policy. In addition, the new policy requires only salary increases for Chancellor's Office personnel be brought before the Board of Regents for consideration.

Mrs. Gallagher moved approval of the FY merit increase for Administrators. Dr. Derby seconded.

Dr. Derby requested that institutional information be included with the agenda material.

Mrs. Price stated that the Chancellor's staff is outstanding; however, she had a problem with the non-renewal contract for Endowment Director Edna Brigham. She felt it was a conflict to award merit increases and terminate other employees. Mrs. Price confirmed that the Chancellor has the right to hire and fire staff members, but felt this was unfair.

Mrs. Gallagher stated that she received information regarding the System Office's budget. Interim Chancellor Richardson stated that information was sent to each Regent in October in the form of a lengthy letter. The current policy states that a one year's notice be given to terminated professional staff. This policy has been adhered to in the termination of 3 professional employees in the System Administration Office. (These 3 people are not professional employees but are consultants on Letters of Appointment.)

Mrs. Price stated that these terminations were based on lack of funding for these positions. Interim Chancellor Richardson stated that the System Administration Office was concerned with protecting the income derived by investment income for the Management Development funds, which funds these 3 positions.

Vice Chancellor Sparks stated that there are not sufficient monies to fund these 3 individuals with State operating funds.

Mr. Klaich questioned where the funding for the proposed merit increase would come from, and Vice Chancellor Sparks responded that State operating funds would be expended for this 2% merit increase.

Interim Chancellor Richardson informed the Board that a 2% merit increase was awarded to professional employees below the Associate Dean level. All salaries reported to the Board were not provided for in the legislative approved budget. He stated that this request is not any different than what has been awarded to professional employees at the institutions, which the Board authorized.

Acting Chairman Graves disagreed and stated that what is being proposed is a straight across-the-board 2% merit increase. He felt that merit should be awarded on a meritorious basis and should not be awarded across-the-board. He suggested that the System Administration Office set an example of awarding merit accordingly. Interim Chancellor Richardson clarified that the institutions did award 2% merit increases across-the-board.

Mrs. Berkley stated that the private sector is also facing strained economic times. She stated that the Chancellor's staff perform well, but UCCSN is experiencing difficult economic times. Due to the fact that academic programs are being terminated, she will be voting against the merit increases.

Mrs. Sparks pointed out that State employees have not received cost-of-living increases for the past 3 years. She felt that such increases should then be awarded on a meritorious basis using an established criteria. She did not agree with releasing Mrs. Brigham, who is responsible for raising money which is being used to award these increases. She agreed that merit should be established with a way to set criteria. Discussions on this have always been held

during the time that the actual vote is to be taken. She felt uncomfortable with voting this issue while the persons are in the same room.

Acting Chairman Graves directed the Chancellor to develop a procedure to award merit.

Mrs. Gallagher stated that this issue has been thoroughly discussed and it has been determined that merit should be awarded on a meritorious basis. However, the Board has approved others to vote against the Board's immediate staff. She agreed that a policy on merit criteria should be developed for the future.

Mrs. Berkley questioned what the Chancellor's criteria were in recommending the 2% merit increase for the Chancellor's staff. Interim Chancellor Richardson explained that all individuals are meritorious, or he wouldn't have recommended that they all receive the 2% merit increase. He stated that he has reviewed comparable positions at the institutions and the salary levels reported in the Hay Group Study. He also considered that State employees have not received a cost-of-living increase for the past 3 years. He stated that if cost-of-living increases would have been given, then

he might have been more selective. He noted that the 2% merit increase is less than the Consumer Price Index increase. The final determination to award the 2% merit increase was that some State employees (classified) automatically received merit increases. He recommended a 2% merit increase for the Chancellor's staff as listed above.

Interim Chancellor Richardson felt that if the Board of Regents does not have confidence in its Chancellor to expend \$13,754, then it certainly indicates a powerful negative message to the Chancellor. There are a total of 9 employees that are being discussed. He stated that recently the Board of Regents approved increases for institutional Vice Presidents, Deans, etc. without any discussion. He pointed out that at this time the Board of Regents is questioning its own staff for merit increases.

Dr. Derby stated that she did not have a problem with confidence bestowed with the Chancellor or the total amount of the proposed merit increases. She stated that her objection was that no formal evaluations have been performed on these employees.

Acting Chairman Graves agreed that it was not an issue of

confidence nor the amount of money expended, but a matter of principle. He found it hard to believe that every employee was meritorious. He felt that the System Administration Office should set an example for the institutions and send a message that this is a critical matter.

Mrs. Sparks, too, felt that it was odd that all employees should receive the full 2% merit increase. She requested a list of the criteria used to determine each employee's merit.

Motion failed for lack of 6 affirmative votes.

Affirmative: Regents Gallagher, Graves, Price, Sparks,

Whitley

Negative : Regents Berkley, Derby, Klaich

Mr. Klaich commented that 3 Regents were not present for the afternoon session. He acknowledged that Chairman Eardley was absent due to family illness. He indicated that the Interim Chancellor could initiate this item at another time.

Approved the additional language to the description of the Status of Women Committee to read as follows. The first reading was held at the October 21-22, 1993 Board of Regents' meeting.

The Status of Women Committee shall study issues and recommend policies to the Board relevant to the equity, the education and the employment of women in the University and Community College System of Nevada. The Committee shall consist of 8 persons appointed by the Chairman of the Board, and all members of the Committee shall have a vote. 4 members of the Board shall be appointed to the Committee, and the remaining members of the Committee shall represent the University and Community College System of Nevada community.

Mrs. Sparks moved approval of the amendment to the Regents' Bylaws regarding the Status of Women Committee. Mrs. Whitley seconded. Motion carried.

20. Report and Recommendations of the Academic, Research and Student Affairs Committee

A report and recommendations of the Academic, Research and Student Affairs Committee meetings held November 12 and December 2, 1993 were made by Regent Dorothy Gallagher, Chairman.

November 12, 1993

(1) Review of Existing Academic Programs - Board policy

calls for a review of existing academic programs by each institution to assure academic quality and to determine if need, student demand and available resources support program continuation. Mrs. Karen Steinberg, Interim Vice Chancellor for Academic Affairs, related that a 10 year cycle is used for the review of programs by the Community Colleges and Universities, and a 5-year cycle is used for the Desert Research Institute. The format for the annual report includes two parts: 1) A list of all existing programs which were reviewed by the institution over the past year, new programs approved during this time period, and programs which were deleted or put on inactive status; and 2) A summary of the major

findings and future plans for each program which was reviewed.

There was extensive discussion at the Summer 1992 Regents' workshop concerning program review, and one of the major points brought out was that the reviews should be used for program improvement. This year 33 programs were reviewed by the institutions, building upon 43 reviews which were conducted and reported to the Board one year ago. A total of 76 programs have been reviewed and reported to the Board in the last two years.

The quality of the reviews conducted by the institutions is high. Evaluations focused on the need for the programs, program quality issues, the relationship to the institutional mission, student outcomes, and the cost and adequacy of facilities and equipment. One Campus reviewed only a few programs and used this year to focus on the development of a comprehensive evaluation process and self-study. Other Campuses have developed schedules for future reviews. Integration of the program reviews into the master planning process appears to be occurring as a result

of this activity. The reports are filed in the Regents' Office.

Interim Vice Chancellor Steinberg related that the trend is that far fewer new programs have been approved in the last year, and that the deleted or inactive programs listed are almost equal to those new programs approved. She stated there appears to be much more intensive review of the programs by the Campuses. The lack of sufficient resources for programs was a concern of almost all the Campuses.

Following are summaries of the reports:

Community College of Southern Nevada - Dr. Herb Peebles

The program reviews which are conducted are comprehensive and include both strengths and weaknesses of reviewed programs. CCSN has updated the general educational requirements for all of its degree programs over the past year. Reviews indicate that the lack of funding has had some impact on classroom space, equipment and personnel for some programs. Two programs were deleted due to limited resources. Future

plans include restructuring curriculum, administrative reorganization and addressing the shortage of resources as funding becomes available.

Northern Nevada Community College - Dr. Cliff Ferry

NNCC has established a program review process and schedule for the next 10 years. Although two programs were reviewed this year due to unique circumstances, individual Campus reviews are not conducted in the years immediately prior to and immediately following regional accreditation visits. The Northwest Association site evaluation will take place in 1994. A review of all technical programs is planned for 1995.

Truckee Meadows Community College - Dr. Elsie Doser

Thorough reviews were conducted of 8 programs within the Professional Business Studies Division. In addition, internal evaluations were made of 11 other programs. The findings identify both strengths and weaknesses of the programs. Instructors appear to be well qualified and programs are kept up to date. Budget shortages have limited the expansion of some programs

to their full potential. Future plans include the addition of courses and equipment to enhance offerings and accommodate students, as funding permits. The review also pointed up the need to include outside persons during the internal review process.

Western Nevada Community College - Dr. Lorrie Peterson

Western Nevada Community College conducted a review of all of its applied science and technology programs, as well as two liberal arts/transfer programs during the 1991-92 academic year. These were reported to the Board of Regents in 1992. All program reviews were undertaken as a part of the analysis and development process incorporated in the creation of the 1993-95 academic master plan. Next year it is anticipated that all transfer programs will be reviewed.

University of Nevada, Las Vegas - Dr. John Unrue

The comprehensive program reviews included site visits for those programs subject to special accreditation, and the use of both internal and external evaluators for graduate programs. Each of the UNLV programs was

commended for its strengths. Future plans include revising curriculum, creating a language lab, and review of program policies. A need for increased State funding was identified in several reviews. Implementation of recommendations for additional personnel and facilities are contingent upon additional resources. The Faculty Senate will begin a review of the program review process and will look at program consolidation, i. e., small programs, combining graduate and undergraduate reviews.

University of Nevada, Reno - Dr. Bill Cathey

Three programs were reviewed by UNR over the past year.

The University focused most of its efforts on the development of a comprehensive format and extensive criteria to be used for a 5-year self-study of all programs, to be initiated during the 1993-94 academic year. This appears to be a strong plan and the System Office recommends its adoption. It is hoped that the plan can be implemented by next year. Nursing and Social Work programs were reviewed for accreditation this year, and the Japan program will be phased out this coming year.

Desert Research Institute - Ms. Carol Thompson

The Desert Research Institute conducted a review of all 5 Centers this year, in response to a meeting of its National Science Advisory Committee in 1992. This full-breadth review is performed every 3 years, and reflects the strengths of each Center. The report encouraged the continuation of strong support for educational programs at the Universities, the emphasis on collaborative efforts and continued efforts to enhance the quality and strength of its programs.

Interim Vice Chancellor Steinberg reported that the System Office has reviewed the Campus plans and is very pleased with the efforts of the Campuses. She stated there is now a link with program review and the academic master plans which is enhancing the quality of the programs. Chairman Gallagher commended Dr. Derby on the Academic Affairs staff for being instrumental in establishing this process.

In answer to a question, Interim Vice Chancellor Steinberg related that the 10 year cycle for program

review of all programs allows the Campuses time to do the reviews since they are very time-consuming and expensive, and also coordinates with the Northwest Accreditation process.

Dr. Unrue related that because UNLV was losing a number of professors to the early retirement program at an approximate cost of \$1.4 million, and the lack of additional resources, they would not be able to fill all the vacancies and therefore would be monitoring the programs for quality. He added that the Business Officers have met to discuss the percentage of time for the phase-in retirement which might cut down on the actual number of early retirements.

In answer to a question concerning lack of State resources, the Campuses responded that they would be working with advisory boards, applying for grants, etc. for program enhancements. They cautioned that the programs could be stagnant without proper funding, and that once equipment becomes outdated it takes a long time to once again get caught up, as well as not being able to offer students proper training.

Dr. Derby questioned whether CCSN's Animal Health Technology program had been deleted only for lack of funds. Dr. Peebles replied that was mainly the reason, but additionally the business community has not made any changes in the salary for these people; therefore, there is little incentive to upgrade. In the case of the Ophthalmic Technology program, the salaries are appropriate, but the community has not determined what skills the program should contain. CCSN is working with them and the program may be brought back in the future.

In answer to a question, Interim Vice Chancellor Steinberg explained that outside accreditation and Campus Program review are very related. Program review is an internal Campus review to focus on quality, while accreditation is done by an outside agency. In the past most program review was done during the accreditation process; however, with the new program review we are moving away from this model. Dr. Cathey further explained that accreditation has "acceptable" or minimum standards, whereas a program review focuses on strengths and provides insight into how to further enhance excellence. Program review also provides dis-

discussion on the future of the programs; the discussion can be very frank and open with the external reviewers. It provides a more intensive look at data in a more relaxed process.

Dr. Doser related that TMCC feels a broader influence is needed for a more objective review of the programs. They eventually hope to be able to identify cost per student for each program, and to have a better way of identifying the success of transfer students. The Universities are helping to develop a process to track these students. Dr. Peterson pointed out that outcome assessments have been done at WNCC, but they are expensive and may have to be cut back without additional funding.

Staff development was discussed. Interim Vice Chancellor Steinberg related that the System Articulation Board has pulled together task forces in subject matter areas to review and improve transfer. This same model could be used for staff development.

In answer to a question on funding vs. quality, it was agreed that a comprehensive push for additional fund-

ing will be needed for the 1995 Legislative Session.

Also, it was agreed that quality has not slipped at this time, but that programs are not improving as they should and that over time they will slip. Dr. Unrue pointed out that quality programs rest with quality of faculty and staff, and that faculty are much more marketable now, and will have gone without a raise for 4 years. Dr. Cathey added that everyone on the Campuses understands the budget cuts, but cautioned that there is a limit as to how much they can do. Another consideration is trying to keep abreast of the technological growth in order to have quality programs.

Mrs. Berkley stated the Board is sensitive to the financial constraints and does appreciate the "120%" effort by the faculty. She agreed that greater strides must be made by the System in the 1995 Legislature in order to maintain quality education for the students.

Dr. Derby asked the Campuses to comment on the use of part-time faculty. Because of budget cuts, the Campuses have had to use more part-time faculty, which will be of concern when accreditation is considered. It was pointed out that there are fewer full-time faculty

to monitor the part-time, and to accept all the responsibilities beyond teaching that are required in running the Campus. Interim Chancellor Richardson stated that Council of Presidents will be addressing this issue in the very near future. Interim Vice Chancellor Steinberg reminded the Committee that undergraduate education, of which part-time instruction is a part, is one of the Strategic Directions the System will be studying this next year; however, that will require a wide audience in order to complete the study.

Interim Vice Chancellor Steinberg stated that at the December 4-5 meeting, an overview of these program reviews will be given to the full Board of Regents.

December 2, 1993

- (1) Approved Student Fees, Interactive Video Network - In September the Board of Regents' Academic, Research and Student Affairs Committee requested that Campuses provide reports on the Interactive Video courses being offered during Fall 1993; provide information on the costs of those courses, and submit requests for approval of course fees to be charged for Spring 1994 and

the 1994-95 academic year. Interim Vice Chancellor Steinberg provided an overview of requested materials contained in Ref. ARS-1, filed in the Regents' Office.

Interim Vice Chancellor Steinberg discussed the estimated costs for delivering courses through interactive video and the proposed student fees developed by the individual institutions. The reference material also contains a list of currently scheduled courses for Spring 1994.

Interim Vice Chancellor Steinberg stated that one of the objectives under the Board's strategic directions for 1993-94 calls for the System to "... continue to explore the establishment of nontraditional delivery systems such as distance learning to reach populations not easily served by current Campuses. The Board encourages the incorporation of new instructional technology where appropriate and encourages the support and training which this technology requires."

The funding sources for having all sites on line has been derived from the institutions without State supported dollars. Interim Chancellor Richardson is

working with the institutions and the UCCSN Computing Services to receive continued funding for the interactive video system, and is hopeful in securing State funding; however, this would not come about prior to the next Legislative Session.

Interim Vice Chancellor Steinberg stated that there are real costs in providing this service. Institutions are currently providing funding, but hope to seek a new funding base for the program. In the interim, a modest user fee is being applied to help deliver the courses.

The Chancellor's staff has researched other states with distance learning programs, and they all vary in funding their programs. At some State-supported institutions there are no additional fees. Funds from grants and other resources are utilized; however, it is common to charge fees. The staff learned that there are no consistencies among those surveyed on the amount of fees to be charged. It has been difficult to gauge the exact cost because of two reasons: 1) UCCSN has a short history in providing interactive video courses, and 2) the separation of direct and indirect costs for these courses is difficult.

The institutions have proposed an additional fee to be charged, which will not cover all the costs associated with this program, but will help offset some costs and assist in providing services for these courses.

Mrs. Gallagher questioned Presidents Remington and Calabro on the difference in costs between NNCC and WNCC. President Remington explained that NNCC proposed \$24,000 as an estimated annual cost per site to include a technician. President Calabro explained that WNCC proposed \$1090 as an estimated per course cost to include technicians, instructors, facilitators and travel expenses.

Mr. Graves requested that a standardized method be used to calculate the estimated costs. Interim Vice Chancellor Steinberg stated that she is working to standardize the report with actual costs. She reminded the Committee that they had only requested the provided information in September of this year. Costs for the program have been handled by the institutions, with much estimation and guess work.

Mrs. Sparks questioned whether each institution would

ultimately charge the same fee or would the same reporting methods be used but different fees be charged.

Interim Vice Chancellor Steinberg responded that the ultimate goal is to not charge the students, but in the interim the fees to be charged will aid in recovering some of the costs involved, including technology and instruction costs.

President Maxson suggested that the motion be amended to authorize the institutions to charge up to the amount proposed in the reference material, with the flexibility of not charging the student any additional fee for these courses.

An amendment to the motion was made by including that the institutions may have the flexibility of not charging the students or charging up to the amount reported in the referenced material.

(2) Information Only: Report on Institutional Program Review - Board of Regents' policy calls for an annual report to the Board of Regents on the review of existing academic programs. A meeting of the Board of Regents' Academic, Research and Student Affairs Commit-

tee was held on November 12, 1993, to discuss Campus reports. An overview of the reports contained in Ref. ARS-2, filed in the Regents' Office, was given by Interim Vice Chancellor Steinberg.

Interim Vice Chancellor Steinberg stated that the policy has been revised to include an existing annual program report. She reported that this year 33 programs were reviewed by the institutions, building upon 43 reviews which were conducted and reported to the Board one year ago. A total of 76 programs have been reviewed and reported in the last two years. The quality of the reviews conducted by the institutions is high. The evaluations focused on need for the programs, program quality issues, the relationship to the institutional mission, student outcomes, and the cost and adequacy of facilities and equipment. Some institutions have refined the review process and have reported to the Committee on these changes.

Interim Vice Chancellor Steinberg stated that she was impressed with the institutions' efforts to improve this review process. She felt the process has been very successful. The review process integrates with

academic planning. The institutions are using this program review for planning activities and maintaining quality programs, even with the declining resources the System has recently experienced.

UNLV Faculty Senate Chairman John Swetnam reported that UNLV included the graduate and undergraduate program reviews and it was enormously time-consuming. He suggested that it become a single process. In addition, Dr. Swetnam mentioned that the review process is very expensive, and he requested the Board to consider budgeting \$3000 for each review.

Interim Chancellor Richardson responded that any budget proposal would have to come through the Council of Presidents and the budgeting process as a new priority for the System. The new priority must then be balanced against the other competing needs within the System.

President Crowley stated that this suggestion has never been discussed by the Council of Presidents, but felt it was worth reviewing. He felt it might make a statement to the Legislature that UCCSN is serious about program review. President Maxson agreed and

confirmed that program review is a very expensive endeavor, because of the outside consultants that are brought in to review the programs.

Chairman Gallagher requested that Interim Chancellor Richardson bring this issue before the Council of Presidents.

(3) Information Only: Report on Cost of Textbooks - Members of the Board recently expressed interest in receiving information related to the UCCSN Campus bookstores and information on the costs of textbooks to students. Each of the Campuses provided information that is summarized in Ref. ARS-3, filed in the Regents' Office. In addition, a video produced by The College Stores Research & Educational Foundation concerning the factors influencing textbook pricing was secured and previewed at the meeting. Interim Vice Chancellor Steinberg reviewed the UCCSN information.

Interim Vice Chancellor Steinberg stated that she has been working with the Student Affairs Council on this subject. She stated that she does not endorse the video, but the video does explain the cost factors.

She explained that the textbook publishing industry is producing a smaller amount of printed editions and there are fewer used books available for students to purchase at a discount.

Interim Vice Chancellor Steinberg stated that UCCSN makes very little profit from textbook sales. The average profit is \$.039 on each dollar. The Chancellor's staff is working closely with the institutions in addressing this issue; however, it was noted that in many instances textbook costs go beyond the scope of the institutions.

Mr. Graves stated that it was his understanding that the institutions have conducted comparisons and wondered if these studies are considered prior to negotiating the contract on book sales. He requested a report be made to the full Board and requested a report on the profit and management of the "contract" vs. "student-operated" book stores throughout the System.

President Maxson stated that it was his belief that the cost of the textbooks is too high. The bookstore

makes its profits from the miscellaneous items sold.

Upon questioning, it was learned that for the first time CSUN will prepare a bid to operate the UNLV bookstore. CSUN President Joel Kostman stated that they are looking at 0% profit on textbooks. President Maxson stated that he is encouraging the students to submit a bid, but UNLV will award the contract on the best submitted bid.

Mrs. Sparks informed the Committee that the Regents' Audit Committee performs audits of the various bookstores throughout the System on a regular basis.

Chairman Gallagher requested the Chancellor's staff to provide a full report and recommendation on what is the best bookstore operation for profit. The Committee will then determine whether the recommendations should be Systemwide.

NNCC Faculty Senate Chairman Scott Hawkins informed the Committee that textbooks at NNCC are much higher than in Utah. Even the paperback reading books are delayed and cost more at NNCC than in downtown Elko.

(4) Approved Handbook Change, Fees and Expenses - Regent

James Eardley had requested that the Committee and the Board consider a change to the Board of Regents' Handbook, Title 4, Chapter 17, Fees and Expenses, forwarded by a Student Government President. The suggested revision to the policy, contained in Ref. ARS-4, filed in the Regents' Office, would set a date by which a final decision on tuition and fees will be determined and requiring two meetings, one in the North and one in the South, prior to final decisions by the Board.

Interim Chancellor Richardson recommended the request be changed to read as follows:

Whenever practicable: (A) two meetings (one in the Northern part of the State and one in the Southern part of the State) will take place prior to any final or binding decisions made by the Board; and (B) the final decision on tuition rates and fees for the biennium will be determined by May 1 of every even numbered year.

Interim Chancellor Richardson further recommended

approval of the request in its changed form.

Chairman Gallagher questioned the process by which this item came to the Board. Interim Chancellor Richardson stated that the CSUN Student Body President wrote a letter to Chairman of the Board James Eardley with a proposed amendment on existing language. The letter was sent to President Maxson for his information. Chairman Eardley requested Interim Vice Chancellor Steinberg to address the request. The Chancellor's staff's initial recommendation was that the request for change be reviewed by the Tuition Committee that is being established at this time. CSUN President Joel Kostman disagreed with the process and requested that it be placed on the agenda. Interim Vice Chancellor Steinberg had discussed this issue with Chairman Eardley and it was decided to place the item on the agenda rather than postponing or referring it to the Tuition Committee. The process that was followed is not within our policy regarding agenda items.

Chairman Gallagher agreed that this issue should be addressed by the Tuition Committee.

Mrs. Berkley stated that the proposals are acceptable; however, the Committee is trying to be process-oriented. She stated that she had no problem with the proposal being implemented this year and felt it would be appropriate to have a full report from the Tuition Committee on this issue.

Chairman Gallagher did not wish to set a precedent in having agenda items coming directly to members of the Board, and bypassing the President and the Chancellor. She felt that the Tuition Committee should review this proposal.

Interim Chancellor Richardson stated that it was his intent to complete the work of the Tuition Committee and make a presentation to the Board before the end of Spring semester while students were still present. He did agree to have public hearings both north and south to give all students an opportunity to be heard.

CSUN President Joel Kostman stated that this was not an attempt to bypass President Maxson. He stated that Chairman Eardley suggested this process. President Maxson stated that he felt it was appropriate for the

Chairman of the Board to place items on an agenda and felt this item did go through the correct process.

Chairman Gallagher requested that the Tuition Committee address this issue.

- (5) Information Only: Report on Impact of Research on Education and Economic Development - Members of the Research Affairs Council (Drs. Hunter, Bishop and Mc Nelis) discussed the impact of research on 1) undergraduate and graduate education, and 2) economic development and diversification in Nevada.

Dr. Kenneth Hunter discussed the impact of the research and education relationship. He mentioned that Mr. Glen Krutz, UCCSN Research Analyst, recently completed a report that indicated that UCCSN research grew the fastest in the country. Dr. Hunter stated that some people believe research makes education better, while there still remains an argument that higher education students should become scholars in their field. However, now there is too much information to teach facts and there should be more emphasis on critical thinking to develop researchers and

scholars.

Dr. Hunter stated that later in the day, research students would join Board members for lunch and would highlight their projects. Students are very good at getting the message across to the community by telling their own stories.

The research enterprise is a critical component to education. A handout was distributed that represents the Graduate Assistantships supported by grants and contracts in UCCSN totals \$2.5 million. Grants and contracts represent 33% of the total Graduate Assistantship support of \$7.8 million, while the State of Nevada supports 67%. Dr. Hunter stated that this indicates that there are more students than the State will support and there is a great need for financial support.

The growth of research has impacted Nevada's economy.

UCCSN has participated actively with the economic development agenda in Nevada.

Dr. Bill Bishop presented data that demonstrated an

argument to obtain direct income for the State by investing in research to stimulate research. He stated the UCCSN receives positive impacts on the educational system and on the economic development of the State through research; however, there are some immediate financial returns to the State on the investment as well. For every \$1 invested from tax revenues by Nevada in stimulating research in the UCCSN through Federal programs such as EPSCoR, \$1.75 is returned in taxes. In addition, for every \$1, over \$50 is stimulated in Nevada's economy. Dr. Bishop described the computation used to arrive at this information. His report is filed in the permanent minutes.

Dr. David Mc Nelis reported that UCCSN is directly contributing to Nevada's economic health, and he reported on 3 industry-related programs with student involvement. He stated that industry-led projects grew from \$10 million to \$68 million last year. UCCSN and NISSET invited Dr. Mark Stanley to Nevada to meet with advanced technology firms. There were 44 attendees from UNLV and 48 attendees from UNR. It is anticipated that several proposals will be submitted in conjunction with NISSET.

While getting a handle on advanced technology in Nevada is underway, it is also helping small companies develop a competitive market in different markets. For example the UNLV Supercomputer Center is working with a small company to expand its technology. UCCSN personnel have collaborated with this small company and they are just now receiving orders for hardware and UNLV is receiving orders for software.

Mr. Klaich announced that Dr. Mc Nelis had invited him to tour UNLV's programs and he had an opportunity to interact with the students and professors on the projects which had practical and educational applications.

Mrs. Sparks moved approval of the report and recommendations of the Academic, Research and Student Affairs Committee, with the exception of item 1 from the December 2, 1993 meeting. Mr. Klaich seconded. Motion carried.

Mrs. Price stated that she opposes item 1, Student Fees, Interactive Video Network, because there was no student input, and that this is another out-of-pocket expense placed on the student.

Mr. Klaich moved approval of item 1, Student Fees, Interactive Video Network, from the December 2, 1993 meeting.

Mrs. Sparks seconded. Mrs. Price opposed. Motion carried.

21. Report and Recommendations of the Audit Committee

A report and recommendations of the Audit Committee meeting held December 2, 1993 were made by Regent Nancy Price, Chairman.

(1) Approved the audit of the TMCC Scholarship Office, July 1, 1992 through June 30, 1993. The report is filed in the Regents' Office.

Chairman Price requested clarification on the issue raised during the audit regarding scholarships given to relatives and Acting Director Love replied that it was an agency account rather than a TMCC Scholarship and the process is currently under review.

Upon questioning, Acting Director Love informed the Committee that the Scholarship Office has been requested to develop a procedures manual.

(2) Approved the audit of the CCSN Library, July 1, 1992

through June 30, 1993. The report is filed in the

Regents' Office.

(3) Approved the audit of the UNR Nevada Small Business

Development Center, January 1 through December 31,

1992. The report is filed in the Regents' Office.

Chairman Price noted that community persons approach

this Department for information and it is essential

that this Department be closely monitored. Acting

Director Love informed the Committee that this De-

partment is also audited by other State agencies.

(4) Approved the Reporting Responsibility of Internal

Audit. Chairman Nancy Price lead a discussion on

the Internal Audit reporting responsibilities per

the October 21-22, 1993 Board of Regents' meeting.

See Ref. A-4, filed in the Regents' Office.

Chairman Price stated that when discussions were

being held regarding the Chancellor's position, one

recommendation was the role of the Chancellor in its

involvement with the audits. The issue was deferred to be reviewed by the Chancellor's staff. Chairman Price stated that this topic was also discussed at the Audit Committee's orientation meeting by outside representatives. She reported that she attended the Regents' ad hoc Chancellor's Search Committee meeting and mentioned her concern over this issue. She requested the Committee to review this particular issue. Chairman Price indicated that she has discussed this issue with Interim Chancellor Richardson and it was determined that they both agree that the current policy and organizational chart is not reflecting the proper management oversight. The documentation should reflect either a reporting structure to the Board of Regents or to the Chancellor.

Chairman Price stated that, in her opinion, the auditors and the Board of Regents' Secretary should report directly to the Board of Regents because oversight is the Board's responsibility. She felt that from the public's perception and the standard auditing process, proper oversight is critical. Currently, the UCCSN Code refers to the Board of Regents as an access position. She felt that for the sake of the public's

perception and accountability, the Board of Regents should be committed to upholding the auditors' independence. Chairman Price requested a change to the UCCSN Code and the organizational chart.

Mrs. Sparks felt that the discussion regarding the position of auditors should also include external auditors. The external auditors audit the internal auditors. She suggested that the external auditors report directly to the Board of Regents and indirectly to the internal auditors. Chairman Price felt that the external auditors serve as an outside function required by the Board of Regents; they are not UCCSN employees. However, she did agree that the external auditors should be recognized in the documentation.

Interim Chancellor Richardson stated that higher education systems throughout the country operate both ways – internal auditors reporting directly to the governing board or reporting directly to the chief executive officer. He stated that in his experience, auditors have reported directly to the Chancellor/ chief executive officer who then reports to the governing board. The Board's responsibility is to govern

and make policy statements.

Chairman Price stated that she was most concerned with the System's accountability. Currently, there is no avenue to oversee the Chancellor. The Board of Regents can make policy, but oversight is another responsibility of the Board. She suggested that the internal auditors report indirectly to the Chancellor because of the need to insure the auditors' independence.

Acting Director of Internal Audit John Love stated that there has never been a problem with the auditors' independence within UCCSN. Chairman Price clarified her statements and stated that she is concerned about the perception.

Interim Chancellor Richardson disagreed with Chairman Price and stated that there is a very direct accountability for the internal auditors in reporting to the Chancellor. The Chancellor serves at the pleasure of the Board of Regents.

Mrs. Sparks agreed that the Board of Regents is the oversight. She suggested that external auditors be

included in the documentation. Chairman Price felt that the external auditors do not only audit the internal auditors, but also the financial sheets. There needs to be a check and balance, along with independence.

Mrs. Sparks then stated that if the Board of Regents does not have confidence in its Chancellor to provide oversight, then a new Chancellor should be selected to perform this task.

Mr. Doug Burris, Director of Community College Affairs, stated that the intent to provide independent review is what is being discussed. However, the Board of Regents holds the Chancellor responsible and there should be a check by external auditors who go beyond fiscal matters. If the internal auditors' direct reporting to the Chancellor is removed, then the Chancellor's responsibility of overseeing that System is being managed correctly is also removed. Technically the Board could not hold the Chancellor responsible if the internal auditors do not report to that position. In his past experience Mr. Burris stated that the external auditors have always reported directly

to the governing board, while the internal auditors reported directly to the chief executive officer.

It was moved to adopt the recommendation provided by Interim Chancellor Richardson, which states that the internal auditors will report directly to the Chancellor and indirectly to the Board of Regents, with the addition of the external auditors reporting directly to the Board of Regents.

Interim Chancellor Richardson clarified that his recommendation also includes the Secretary of the Board directly reporting to the Chancellor and indirectly to the Board of Regents, and that the stated motion is only dealing with the reporting structure of the auditors.

The motion was amended to exclude the recommendation of the reporting structure of the Secretary of the Board and to continue with the current structure.

Chairman Price questioned whether these motions would then be reflected in the UCCSN Code. Interim Chancellor Richardson stated that the policy language should

reflect that the Director of Internal Audit should report to the Chancellor with access to the Board of Regents' Audit Committee. He clarified that the above motions are not only with respect to administrative responsibility, but also to making reports directly to the Chancellor.

Chairman Price stated that in the future the Audit Committee will also be dictated by outside sources, such as the Internal Revenue Service. The UCCSN Code language should reflect that the Board of Regents are responsible and the internal auditors will have access to the Board of Regents.

Mr. Klaich clarified that the Chancellor will be held responsible for the internal auditors. Chairman Price stated that the Board of Regents has the ultimate responsibility, and Mrs. Sparks added that the external auditors are the control over this oversight. Chairman Price indicated that the Chancellor is responsible for the oversight and the response to the audits.

Interim Chancellor Richardson stated that the Chancellor is already responsible for the auditors, through

the Vice Chancellor for Finance who reports directly to the Chancellor.

Mrs. Price explained that several outside persons have addressed the Audit Committee to explain their point of view on the reporting structure of the auditors.

Mrs. Price reported that Acting Internal Audit Director John Love held a meeting to discuss the unrelated business tax. She stated she was the only Regent present. She concluded from this meeting that the Internal Revenue Service will be looking closer at University systems with regard to fees and the implementation of procedures regarding unrelated business tax. This meeting was held to give additional information to System personnel on this very important oversight role.

Mr. Klaich moved approval of the report and recommendation of the Audit Committee, excluding item 4. Dr. Derby seconded. Motion carried.

A discussion was held regarding item 4, Reporting Responsibility of Internal Audit. Mrs. Price indicated that the reporting structure of the auditors has been discussed at

several meetings, including the Board of Regents' meeting.

There has been ample opportunity to understand the proposals which have failed at the Audit Committee level. Presentations were made to clarify that the Board of Regents are responsible for the audits performed by the System Administration Office. These discussions were held because it was noticed that the current organizational chart was in error. She noted that Interim Chancellor Richardson's proposal was to have the Internal Audit Department report directly to the Chancellor, while her proposal was to have the Internal Audit Department report directly to the Board of Regents.

Mr. Klaich clarified that the organizational chart that was about to be voted on would contain a solid line between the Internal Audit Department and the Chancellor, and that language would be amended in the UCCSN Code to reflect this reporting structure.

Mr. Klaich moved approval of the reporting structure of the Internal Audit Department in which it will report directly to the Chancellor. Mrs. Whitley seconded. Mrs. Price opposed. Motion carried.

Mrs. Price stated for the record that her opposition concerns proper oversight of the System.

Mrs. Berkley clarified that she agreed with the motion, and felt the motion did reflect that there is ample oversight in the System.

22. Report and Recommendations of the Investment Committee

A report and recommendations of the Investment Committee meeting held December 2, 1993 were made by Regent Daniel Klaich, Chairman.

(1) Approved the Board of Regent becoming a limited partner for the sole purpose of obtaining a new loan on real property which is the subject matter of a lawsuit and foreclosure. The property was used to secure a 2nd mortgage loan investment placed by American Investors for the UNR Pinching Endowment Funds.

The Board of Regents has a \$10,622.21 or 4.44% interest in the 2nd mortgage loan along with 13 other investors.

The existing first mortgage at 14% interest needs to be refinanced and enough additional funds borrowed to re-

pair the property before it can be sold. In order to proceed with this refinancing plan there has to be at least one of the 14 investors in the 2nd mortgage agreeing to be a general partner. The Board of Regents' 4.44% interest in the investment does not justify assuming the liability of a general partner.

The property must be refinanced and improved in order for the Board of Regents, or any other investor, to realize any of their investment from foreclosure. Mr. Howard L. Cunningham is the attorney for the owners of the 2nd mortgage in the foreclosure proceedings and has located a lender to refinance the property.

Dr. Derby moved approval of the report and recommendations of the Investment Committee. Mrs. Sparks seconded. Motion carried.

23. Report and Recommendations of the Ad Hoc Committee on Ethnic Minority Affairs.

A report and recommendations of the ad hoc Committee on Ethnic Minority Affairs meeting held December 2, 1993 were made by Regent June Whitley, Chairman.

(1) Information Only: Final Reports and Recommendations

from the Campus Committees - Each of the UCCSN Presidents discussed their Campus's final report and recommendations. The reports are filed in the Regents' Office.

Campus committees were formed on each of the UCCSN Campuses to assist the Regents' ad hoc Committee on Ethnic Minority Affairs in gathering information.

Campus committees gathered information relating to ethnic minority affairs on each of the Campuses, conducted surveys and hearing of students and faculty, compiled and assessed data, and assisted with recommendations for action. Campus committee Chairs provided the ad hoc Committee with interim reports in June. These reports have now been updated to include survey findings, analysis, and recommendations.

President Crowley presented an overview of the survey conducted at UNR. He acknowledged Dr. Michael Coray, UNR committee Chairman, for his analysis of the surveys. The goal at UNR was to understand the issues and challenges that confront the institution with

empirical information. President Crowley felt that UNR was forthright in helping to forecast the future for students, faculty and staff at UNR. The emphasis of the report is in which direction UNR needs to proceed and to improve for positive interactions and quality experiences for minority employees and students. An executive summary is contained in the referenced material.

President Crowley reported that the student survey received a 20% response, which he felt was a good response, and noted that most respondents were generally satisfied with the educational experience on the UNR Campus. Many of the incidences could be isolated into individual cases. He noted that the faculty responded differently than the students, which was very helpful information. It will help UNR target issues in order to make the changes that are needed.

President Crowley expressed his appreciation to Dr. Coray, who performed a tremendous amount of work on the survey and the general report.

Dr. Derby acknowledged UNR for its scope and depth

contained in the report. It is always a difficult task to identify problems.

Chairman Whitley stated that UNR's report was an excellent report and commended those involved.

President Maxson reported that he felt conducting this survey was the appropriate thing to do in order to become culturally diverse on the Campus. President Maxson introduced the co-Chairs of the Campus committee, Velicia Haron and John Lujan. President Maxson noted that the Campus has not yet had the opportunity to respond to questions and issues raised in the report.

President Maxson reported that UNLV sponsored a national minority workshop, developed a minority engineering program, and signed a contract with a small minority College in Georgia to conduct a 3 + 2 program with the Department of Energy sponsoring the expenses of this program. In addition, a joint agreement with the Latin Chamber of Commerce has been given to raise money separately for scholarships and an agreement with the Black Chamber of Commerce is underway. UNLV has a very active minority pre-law program which utilized the Pres-

ident's Discretionary account. He reported that the most successful minority program at UNLV is the Upward Bound Program. UNLV sponsors a National Youth Program during the Summer, and he reported UNLV also grants Native American scholarships.

President Maxson stated that the report contains some case studies that are being addressed. This will be an ongoing process, and he assured the Committee that UNLV will address every single issue raised in the report.

Dr. Derby questioned why the student response rate was so low. Dr. Lujan responded that the student surveys were distributed from the UNR Campus and were requested to be returned to the UNR Campus. Chairman Whitley indicated that she had heard that the survey was too long. Dr. Coray agreed with it being too long, but did not know the reason for the low response rate.

Mrs. Berkley questioned if steps were being taken to check the validity of the remarks made in the report, and Dr. Lujan stated that due to the confidentiality factor where no names were asked for on the survey,

authenticity was not being checked; however, UNLV will be sponsoring a forum for discussion. Mrs. Berkley requested that Departments mentioned in the report be notified that said action is unacceptable. President Maxson agreed to carry out her request.

Ms. Velicia Haron addressed the Committee. She felt that the number of responses at UNLV was good; however, she too was disappointed with the number. She noted that it was indicative of the climate on the UNLV Campus. She did not think that a "committee on ethnic minority affairs" would make a definite change, but that Department Heads and Senior Administrators should serve on such a committee to give strength to the goals and mission of the committee. There is a great need to educate people on how to deal with diversity and the report contains recommendations to address this issue.

Chairman Whitley agreed and added that people should be held accountable by conducting evaluations on every employed person at the institution.

Mrs. Berkley questioned whether there was a possibility of creating a position in the Chancellor's Office for

a Vice Chancellor of Diversity. It was strongly suggested that this person be given the appropriate resources and be held accountable for her/his actions.

Mrs. Berkley suggested that the ethnic minority group at UNLV raise a community commitment for resources such as the UNLV's Women's Center. Mrs. Haron indicated that the community resources are being tapped for all different fund raising events. She suggested that institution Administrators give their support to this program.

Dr. Derby expressed her appreciation for the comments contained in the report. She agreed that resources are a very critical issue in order for the program to be successful. She felt that UNLV has made a good and honest effort, and demonstrated much courage by placing the negative comments in the report. It is never easy to publicly admit mistakes.

Ms. Haron suggested that Campus personnel receive sensitivity training to reduce the "chilly climate" at the institutions. She felt that a comprehensive effort throughout the institution would help the di-

iversity issue, not just increasing the numbers of minority faculty. Chairman Whitley noted that this scenario exists throughout the country.

Mrs. Graves suggested that the community and various organizations work together and raise resources to fund a minorities office with appropriate staff and equipment to efficiently perform the job at UNLV.

Mr. Lukan stated that he appreciated Mr. Graves' suggestions, but it has been his experience that minorities should take care of minorities. It should be the Board of Regents' responsibility to fund this project.

Mr. Graves emphasized that the whole community should be approached to support this project, not just the minorities within the community.

Mrs. Berkley stated that she understood Dr. Lukan's concerns; however, she advised UNLV not to wait for funding from the Legislature on this project.

Chairman Whitley stated that the Board of Regents should set a systemwide policy that all faculty and students can follow.

Mrs. Price stated that the Board should set priorities which would indicate an allocation of its values. This project should depend on the System to provide funding, not community individuals.

Dr. Hammargren pointed out that the Board of Regents has made the Status of Women Committee a standing committee, whereas the Ethnic Minority Affairs Committee is an ad hoc committee. Women have been elevated to a different status, even on the Board of Regents' own agenda. Chairman Whitley reminded the Committee that the Status of Women Committee began as an ad hoc committee, and through assessment efforts it has been realized that women's issues are an ongoing problem.

The ad hoc Committee on Ethnic Minority Affairs is still in its early stages and is working towards a permanent status.

Ms. Haron informed the Committee that CSUN President Joel Kostman will become an integral part of this process in the future.

President Gwaltney reported that 1200 surveys were sent

with 145 returned. The responses were generally positive. The faculty responses indicated a more negative attitude with regard to tenure status, with the part-time faculty not being able to obtain tenure. TMCC needs more role models and leadership training to develop these role models. President Gwaltney stated that TMCC is very successful in attracting minority students, but needs some work on getting these students to graduate. President Gwaltney introduced L. D. Lovett, who responded to several questions posed by Chairman Whitley regarding the statistical numbers reported. Mr. Lovett stated that TMCC intends to distribute more information to the part-time faculty on diversity.

Chairman Whitley noted that the institutions do not need to have specific role models for the students, but should have "adult" role models who are sensitive to minority affairs.

President Taranik introduced Ms. Anne Mueller who was an excellent resource to the Committee. He reported that DRI has experienced an increase from 4.3% to 7.1% since 1987. He highlighted the reference material

and described the efforts made to hire minorities at DRI.

President Remington reported that NNCC received a 25% response rate from the students. The perceptions were generally favorable; however, personal attention from faculty needs to be improved. He is aware that there are no offices for interaction between students and faculty. President Remington highlighted issues brought forth concerning curriculum, academic support, student life, Campus life, and satisfaction with the Campus. He discussed the steps that have already been taken to address various issues.

President Remington stated that he was most proud of Ms. Val Easterly, Ms. Debbie Heaton-Lamp and Gerald Martin, who served as Chairman of the NNCC Ethnic Minority Affairs Committee. These people were very energetic and enthusiastic. They have developed some action plans from the issues and concerns raised in the survey. There is much to accomplish, but President Remington felt that NNCC has established a very hard working committee which could meet these accomplishments.

Chairman Whitley questioned what types of problems were coming forth from the financial aid offices.

President Meacham responded that the financial aid offices are a very important entity for many needy students, and it is the most stressful. If the stresses cannot be relieved, then problems arise. President Remington suggested that sensitivity training should be provided for financial aid personnel. Mr. Stan Aiuzzi, NNCC Vice President for Student Services, indicated that financial aid offices must adhere to Federal regulations, which may not be in the best interest of the needy student. When financial aid personnel must deny funding, issues arise such as those mentioned in the reports. President Calabro stated that with the forthcoming changes in Federal regulations, the problems will become even more difficult. He agreed that personnel should be given sensitivity training with an emphasis on handling students.

President Calabro reported that his institution deals with several different communities, such as off-Campus centers, prison program and part-time students. Overall, the students gave positive responses to the sur-

vey. Several of the issues brought forth are being addressed. He mentioned that WNCC will be sponsoring an Open House and it too has a multi-cultural Dean of Arts and Science who has much experience in ethnic minority affairs. The employee will conduct workshops for faculty, staff and students at WNCC.

Mrs. Price informed the Committee that WNCC has a higher percentage of enrolled Hispanic students than the population it serves. She commended WNCC for its ability to attract these students.

President Meacham discussed CCSN's diversity efforts and assessment activities as reported in the referenced material. The data indicates that minority enrollment has fluctuated at CCSN. The non-completers are due to the limited financial aid nationwide. He agrees that faculty must become more sensitive to the minority student. CCSN has the largest proportion within the System of minority executive/administrative/managerial employees (22%); minority secretarial/clerical employees (22%); minority technical/paraprofessional employees (22%); and minority skilled craft employees, with DRI (33%).

It was learned that minority students want the same access of every service as any other student on the Campus. President Meacham stated that the solutions to these problems do not always cost money. Just by attending some of the multi-cultural activities sponsored by the institutions means a great deal. He did caution the Committee that if not careful, the Board may have to provide more funding for law suits when it proclaims that it is going to increase services for minorities -- this may cause a rise in reverse discrimination suits.

Mrs. Whitley extended her personal thanks to each President and the Campus committees for their efforts in developing reports, hearings on Campus, conducting surveys, and being truthful on statements made by participants.

Mrs. Whitley stated that future activities that were suggested by Acting Chairman Graves will be considered by this Committee and the Council of Presidents. All materials will be sent to the members of the Blue Ribbon Task Force Committee and the ad hoc Committee on Ethnic Minority Af-

fairs will conduct a meeting with that entity. Final recommendations will be presented at the next Board of Regents' meeting.

Mrs. Sparks moved approval of the report and recommendations of the ad hoc Committee on Ethnic Minority Affairs. Mrs. Gallagher seconded. Motion carried.

24. Report and Recommendations of the Ad Hoc Chancellor Search Committee

A report and recommendations of the ad hoc Chancellor Search Committee meeting held December 1, 1993 were made by Regent Madison Graves, Chairman.

(1) Search Update - The Committee reviewed a proposed initial rating form to be used in reviewing applications.

It was agreed that a numerical rating should be used, with 1 as low, 5 as average, and 10 as high.

Chancellor's staff had prepared a list of questions to be used during the interview process with candidates.

It was pointed out that the interview questions should not be discussed in an open meeting. It was agreed

that the Committee members would review the proposed questions, make additions or deletions and return them to Chairman Graves, who would work with the staff to finalize the list.

Chairman Graves related he had been contacted by a Regent not on the Committee who would like to review applications. It was agreed that Committee members would receive copies of the applications for their review, and that one copy would be available in both the Reno and Las Vegas System Administration offices should other Regents wish to review them.

In answer to a question about the time line for the Search, it was pointed out by staff that this is the best possible time for recruiting.

(2) Chancellor's Salary - The Committee received a report from Mrs. Karen Steinberg, Interim Vice Chancellor, on the ad hoc Compensation Study Committee, with regard to the Chancellor's salary. The Board of Regents has adopted a policy of establishing ranges for all executive positions in the System. Salary models are being developed for all these positions, and it

is anticipated that the ranges will be ready for Board discussion at its January meeting. Once established, salaries for new hires will be placed within one of the ranges based on experience and qualifications.

The salary model will be updated every two years and salaries could be changed at that time. The University and Chancellor's Office peer groups are being established and will go to the Board of Regents for approval. The Community College and DRI salary models are awaiting determination of the peer groups.

It is anticipated that the salary model for the Chancellor salary will be complete prior to the end of the search.

Mr. Graves clarified that copies of the applications will be kept in the Regents' Office, both north and south, for only the review by members of the Board of Regents. He stressed the importance that these applications must be kept in the respective office.

Mr. Graves reported that DRI Vice President for Research, Dr. William Bishop, has sent a letter to those involved with EPSCoR, to inform them of this position opening.

Mr. Graves stressed that the proposed interview questions are of a sensitive nature, and should not be made public. He will address all concerns made to him, as Chairman of the Committee, regarding the proposed interview questions.

Mrs. Whitley moved approval of the report and recommendations of the ad hoc Chancellor Search Committee. Mrs. Sparks seconded. Motion carried.

25. Approved Waiver of Policy, UNR

Approved to waive the policy contained in Title 4, Chapter 10, Section 18.1.c of the Board of Regents' Handbook. This waiver will enable UNR Athletic Director Chris Ault to also serve as Head Coach of the UNR football team.

The policy reads as follows:

- c. To assist in assuring institutional control over intercollegiate athletics programs, member institutions shall not make new joint appointments to the positions of Director of Intercollegiate Athletics and Coach of an intercollegiate sports

program.

Mrs. Sparks moved to accept the waiver of the policy to enable UNR Athletic Director Chris Ault to also serve as Head Coach of the UNR football team. Mr. Klaich seconded.

Mrs. Berkley questioned the reason for this agenda item to appear before the Board of Regents. President Crowley responded that this matter should be resolved by the Administrator of the institution; however, there have been various ways of interpreting this policy. The view of the Board of Regents was to dissolve the practice of having one person serve two positions. He noted that the Board had some concern that maybe the Athletic Director would funnel monies to the up and coming football program, in which the incumbent had recently served as the Head Football Coach. However, President Crowley assured the Board that this did not happen, in fact, Mr. Ault over compensated with the other athletic programs. When Mr. Ault stepped down as Head Football Coach, President Crowley stated that it was Mr. Ault's intention to make that a permanent decision. However, recent events have occurred, with Head Football Coach Jeff Horton taking the Head Football Coach position at UNLV. This has caused UNR to react immediately in hiring

a Head Football Coach, because this is a critical time for recruiting purposes. President Crowley stated that approval of this waiver is critical to the UNR football program.

Acting Chairman Graves indicated, for the record, that when this situation occurred, President Crowley contacted him and expressed his concerns that the football program would be devastated and UNR needed to act quickly to this situation. Acting Chairman Graves encouraged President Crowley to offer Mr. Ault the Head Football Coach position, and to approach the Board of Regents for approval of the waiver to this policy.

Mr. Klaich stated that he would vote for the motion. The current policy is a sound policy and by accepting the waiver does not in any way indicate he was backing away from the current policy.

Dr. Derby stated that she was concerned with one person serving two positions; however, President Crowley has forwarded justification for this waiver.

Mrs. Sparks stated that this was an exceptional item due to the emergency nature. By approving this waiver, it does

not indicate that there will be a permanent change to the current policy.

Acting Chairman Graves stated for the record that he agreed with Mrs. Sparks and that this waiver was being made for compliance reasons. He noted that to his knowledge, the University of Oregon and UNR are the only two institutions that have this unique situation.

Interim Chancellor Richardson recommended approval of this waiver to the policy. He personally did not think that the current policy was needed. These types of decisions should be made by the President of the institution, not the governing board. He recommended that the policy be eliminated and these decisions be made by the President of the respective institution.

Motion carried.

1. Approved Consent Agenda (continued)

Mr. Klaich moved approval of item 5, Appointments, Advisory Board, TMCC, as contained in the Consent Agenda. Mrs. Whitley seconded. Motion carried.

26. New Business

Mrs. Berkley requested a one-hour workshop session to be scheduled in the future to discuss the responsibilities and the service provided to the Board of Regents by the General Counsel staff. Mr. Klaich suggested a written report be submitted to each member of the Board, but Mrs. Berkley specifically requested a verbal presentation.

Mrs. Berkley requested information be presented by each President to the Legislative Affair Committee on what their respective institution plans to be doing over the next six to nine months with respect to legislative matters.

The meeting adjourned at 2:30 P.M.

Mary Lou Moser

Secretary of the Board

12-02-1993