

UCCSN Board of Regents' Meeting Minutes November 18-19, 1992

11-18-1992

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BOARD OF REGENTS

UNIVERSITY AND COMMUNITY COLLEGE SYSTEM OF NEVADA

November 18-20, 1992

The Board of Regents met on November 18, 1992 at the System Administration building in Reno, and on November 19-20, 1992 in the Pine Auditorium, Jot Travis Student Union, University of Nevada, Reno.

Members present: Mrs. Carolyn M. Sparks, Chairman

Mrs. Shelley Berkley

Dr. Jill Derby

Dr. James Eardley

Mr. Joseph M. Foley

Mrs. Dorothy S. Gallagher

Dr. Lonnie Hammargren

Mr. Daniel J. Klaich

Mrs. June F. Whitley

Others present: Chancellor Mark H Dawson

President Anthony Calabro, WNCC

President Joseph Crowley, UNR

President John Gwaltney, TMCC

President Robert Maxson, UNLV

President Paul Meacham, CCSN

President Ron Remington, NNCC

Vice President Dale Schulke, DRI

Mr. Donald Klasic, General Counsel

Mr. Ron Sparks, Vice Chancellor

Dr. John Richardson, Vice Chancellor

Ms. Mary Lou Moser, Secretary

Also present were Faculty Senate Chairmen Bill Baines (TMCC), Carolyn Collins (CCSN), Diane Dietrich (Unit), Richard Egami (DRI), Michon Mackedon (WNCC), Ed Nickel (NNCC), Ellen Pillard (UNR), Robert Skaggs (UNLV), and Student Association Officers.

Chairman Carolyn Sparks called the meeting to order at 9:50 A.M.

Wednesday, November 18, 1992, with all Regents present.

1. Regents' Workshop

The Regents met in workshop session with Dr. Sanford Jaffee and Dr. Linda Stamato of the Rutgers University Center for Conflict Resolution. Both Dr. Jaffee and Dr. Stamato have served on the governing board for Rutgers University. Dr. Jaffee served as Chairman of the Budget and Finance Committee and Dr. Stamato served as Chairman of the Board, and were, therefore, very familiar with the problems and concerns facing a board of higher education. The workshop consisted of short lectures and discussions on how to resolve conflicts whether on a board level or on a personal basis. The focus was on communications skills, concepts and strategies. They stressed that how a problem is dealt with makes the difference in the outcome.

The causes of conflict and the various ways in which they could be handled were discussed. Role playing was a part of the exercise, with the various solutions to the problem examined. One exercise was written to show adversarial bargaining views. Interest-based negotiation and collaborative problem solving was discussed, featuring,

- 1) interests, not positions
- 2) separation of people from the problems

- 3) generating options
- 4) using objective criteria
- 5) discovering the best alternative to a negotiated agreement
- 6) pressure relationships

General negotiation techniques were given through role playing:

- 1) ask questions, seek information
- 2) test for understanding (recapitulate)
- 3) provide reasons to substantiate statements and positions
- 4) label or preface with constructive phrases

One should avoid making irritating remarks, defend or attack, or show aggressive behavior during negotiations.

When negotiating with a reluctant or difficult person, the following should be observed:

- make serious contact
- communicate
- don't over-react

build trust

reframe problem

look for unmet interest

make it hard to say, "No"

deal with both threats and promises

keep a way out open

watch out for the bias factor

one should also use the "I" sentence, not "we" ... "how

I see it ...", etc. This is much less threatening.

The workshop session recessed at 5:30 P.M. and reconvened in open session at 8:20 A.M. Thursday, November 19, 1992 with all Regents present except Regent Hammargren.

2. 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 8-9, 1992.

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

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

(3) Approved an extension of a leave of absence from UNR

for Terry Woodin, who is serving as Program Director

for a division of the National Science Foundation.

The original leave granted was April 1, 1992 through

March 31, 1993. She has requested an extension

through August 30, 1993. This extension is for leave

without pay.

(4) Approved the following appointment to the School of

Medicine Advisory Board:

William Stephen, Las Vegas

(5) Approved the following appointments to the College of

Education Advisory Board at UNR:

Barbara Hug, Reno

Mary Lombardo, Reno

Alma Westergard, Reno

In addition, deleted members Gino Del Carlo and

Bob Jones.

(6) Approved the following appointments to the Lied

Institute for Real Estate Studies Advisory Committee

at UNLV:

Sherryl Andrus	Glen Barton
Keith W. Basset	Joan Buchanan
Mike Clauretje	F. M. Corrigan
Patrick Egger	Gary Gardner
Kathy Hilty	James Hobby
Robert Kuhl	Lynn Luman
Michael S. Mack	Debra March
Mitchell E. Mize	Brad Nelson
Michael "Nick" Niarchos	Norval F. Pohl
Basil Raffa	Shirley Rappaport
George Rapson	Patsy Redmond
Ronn Reiss	John Restrepo
Christina Rouse	Marv Rubin
Larry Singer	Florence Skurski
Ricky Sobers	Leonard Steinberg
Irene Vogel	Jim Wade
James Whitworth	Nikki Wilcox
Jack Woodcock	Judy Woodyard
Sally Young	

(7) Approved the following appointments to the Management

Information Systems (MIS) Business Community Advisory

Council at UNLV:

John Haynal	Steve Chapin
Ron Jones	Ron Quenzler
James J. Ratigan	Randy Ranck
Joy Ray	Paul Padilla
Bill Newman	Wm. (Bill) Robinson
Van Weddle	

(8) Approved the following appointments to the Department

of Public Administration Advisory Committee at UNLV:

Dolores Brosnan	William Curran
James Devlin	Phillip E. Lowry
Nikolas Mastrangelo	Patricia Mulroy
William Noonan	Donald L. Shalmy
Jon Sjoberg	James Spinello
Carolyn Usher	Steve Waugh
Janet Weiss	

(9) Approved the following appointments to the Institute

for Risk Management Advisory Committee at UNLV:

T. C. Buckman	Roger Burnley
Becky Counts	Don Hardigree
John Hartman	Patty Hutchinson
Warren Isom	Allen Kaercher
Thomas Kerestesi	Lou La Porta
Bruce Layne	Rod Leavitt
Pamela Mackay	Robert A. Mayer
Barbara Melioris	Jim Neschke
Jim Pettis	Jimmy Pettyjohn
Norval F. Pohl	Jon Porter
Rick Pyatt	Vern Ratzlaff
Jeannie Robbins	Liz Roble
Nanc Robinson	Richard C. Schmalz
Larry Schmitt	Jim Silvestri
Ken Sparks	Allen Vogel

(10) Approved authorization to use up to \$100,000 of General Improvement Account Funds at UNLV to address needs related to the Americans with Disabilities Act and to student advising.

(11) Approved the following Self-Supporting Budget for Arts and Science Oral History Program at UNR:

1992-93

Budget

Estimate

Resources:

Opening Account Balance	\$ 0
Revenue: Foundation	31,500
Total Source of Funds	\$31,500

Expenditures:

Professional Salaries	\$11,066
Fringe Benefits	3,773
Operating	1,661
Travel	5,000
Equipment	10,000
Total Expenditures	\$31,500
Ending Balance	0
Total Use of Funds	\$31,500

(12) Approved the following interlocal agreements:

A. UCCSN Board of Regents/UNR and the Nevada Department of Wildlife (Interlocal Contract)

Effective Date: Date approved by Board of Regents

to June 30, 1993

Amount : None

Purpose : Department of Wildlife to provide
a 4-wheel vehicle to UNR as par-
tial support for mountain quail
research project.

B. UCCSN Board of Regents/UNR and the Division of
Mental Hygiene and Mental Retardation/Sierra
Developmental Center (Interlocal Contract)

Effective Date: Date approved by Board of Regents

to June 30, 1993

Amount : \$4125 maximum to UNR

Purpose : UNR's Department of Psychology
to provide one or more psycho-
logical doctoral candidate stu-
dents to the Sierra Development
Center to perform appropriate
psychological services.

C. UCCSN Board of Regents/UNR and Department of
Human Resources/Bureau of Services for Child

Care (Interlocal Contract)

Effective Date: Date approved by Board of Regents

to June 30, 1993

Amount : \$9767 to UNR

Purpose : UNR to provide child care training to Bureau of Services for Child Care.

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

Effective Date: Date approved by Board of Regents

to September 30, 1993

Amount : \$25,000 to UNR

Purpose : Small Business Assistance Program for Fiscal Year 1992-93.

E. UCCSN Board of Regents/UNR and the Nevada Department of Conservation and Natural Resources/Bureau of Chemical Hazards Management (Interlocal Contract)

Effective Date: Date approved by Board of Regents

to June 30, 1993

Amount : \$6210 to UNR

Purpose : Geodemographic Analysis of Potential Superfund Sites.

F. UCCSN Board of Regents/UNR and the City of Reno

(Water Rights Deed)

Effective Date: Date approved by Board of Regents

Amount : \$10 to Board

Purpose : Transfer of 27.05 acre feet of water for water rights for UNR Residence Hall - Project #90-PP-30.

G. UCCSN Board of Regents/School of Medicine and the

Department of Human Resources/Division of Mental

Hygiene and Mental Retardation (Interlocal Contract)

Effective Date: Date approved by Board of Regents

until revoked

Amount : None

Purpose : Placement of medical student at Southern Nevada Adult Mental Services to provide psychiatric services to client patients of SNAMHS, Medical School to serve as academic coordinator and clinical supervisor of medical students, and SNAMHS to provide experience and training to medical students.

H. UCCSN Board of Regents/TMCC and the Department of Motor Vehicles & Public Safety (Interlocal Contract)

Effective Date: Date approved by Board of Regents to January 29, 1993

Amount : \$5254 to TMCC

Purpose : Spanish translation of Nevada Driving Handbook.

I. UCCSN Board of Regents/CCSN and the Department of Human Resources/Division of Mental Hygiene and

Mental Retardation (Interlocal Contract)

Effective Date: Date approved by Board of Regents

to June 30, 1993

Amount : \$22,775 to CCSN

Purpose : Course for mental health technicians.

J. UCCSN Board of Regents/CCSN and the Nevada State

Occupational Information Coordinating Committee

(Interlocal Contract)

Effective Date: Date approved by Board of Regents

to June 30, 1993

Amount : \$2000 to SOICC

Purpose : Nevada Career Information System.

Mrs. Gallagher moved adoption of the Consent Agenda and approval of the prepared agenda with the authority to change the order of items as specified throughout the meeting. Dr. Eardley seconded. Motion carried.

3. Chairman's Report

Chairman Sparks reported that the recent Association of Community College Trustees (ACCT) Conference was well attended by representatives from UCCSN - Regents Derby and Sparks, Presidents Calabro and Meacham, TMCC Vice President John Scally, and UCCSN Director of Community College Issues Doug Burris. She highly recommended that members of the Board of Regents attend future conferences of ACCT.

Chairman Sparks submitted the following resolution in honor of Valerie Pida, UNLV student:

RESOLUTION #92-11

WHEREAS, Valerie Pida was a fighter never giving up hope that she could win the long, long battle with Hodgkins disease she had acquired as a child; and

WHEREAS, Valerie was an inspiration to her fellow students at the University of Nevada, Las Vegas for her courage and tenacity to continue cheerleading duties, and to teach cheerleading to other young people up until entering the hospital on November 2 to undergo a series of experimental treatments; and

WHEREAS, Valerie became a symbol of courage for many Americans when thrust into the national limelight when, as a cheerleader with the Runnin' Rebels during the Final Four in 1987, an announcer told his television audience of the spunky, upbeat, always smiling cheerleader who had postponed a much-needed bone marrow transplant to be with her teammates and fellow cheerleaders; and

WHEREAS, this sunny, caring, young woman succumbed to cancer on November 11, 1992; now, therefore, be it

RESOLVED, the University and Community College System of Nevada Board of Regents extends to her parents, Robert and Ayako, brothers John and Michael, and sister Theresa, their heartfelt sorrow on their loss, and express the pride and inspiration their daughter Valerie has given to us all.

Mr. Klaich moved to consider the above resolution honoring Valerie Pida as an emergency item. Dr. Derby seconded. Motion carried.

Mr. Foley moved approval of the above resolution honoring

Valerie Pida. Mrs. Gallagher seconded. Motion carried.

4. Chancellor's Report

Chancellor Dawson extended an open invitation to everyone to attend the 8th Annual Winter Book Festival sponsored by the University Press this evening, 5:00 - 8:00 P.M. at Harrah's Convention Center. Authors will showcase their works and sign autographs.

5. Approved UCCSN 1993-97 Legislative Planning Report and UCCSN Mission Statement

Approved the University and Community College System Planning Report: 1993-97 which focuses on the development of the Strategic Directions adopted by the Board, UCCSN budget priorities and anticipated programmatic trends at the Campuses, and the UCCSN Mission Statement, as contained in Ref. D, filed in the Regents' Office.

In regard to the 1993-97 Legislative Planning Report, NRS 396.505 calls for the Board to prepare a comprehensive System plan to be submitted to the Legislature on a biennial basis.

In conjunction with enhanced planning efforts within the System, mission statements for each of the 7 UCCSN institutions have recently been approved by the Board. The Mission Statement for the University and Community College System of Nevada focuses on the objectives of the Board in providing higher education services to Nevada's citizens.

Vice Chancellor John Richardson extended his thanks to the Campuses, Director of Institutional Research Karen Steinberg, Senior Research Analyst Sunny Minedew, Research Analyst Tamela Gorden, and Secretary Debbie Sage for their efforts in completing this task. He believes the document is a positive story about UCCSN that should be told to the people of Nevada. The document emphasizes long-range planning, strategic directions and future directions for UCCSN.

Mrs. Whitley moved approval of the 1993-97 Legislative Planning Report and the UCCSN Mission Statement. Mr. Klaich seconded.

The document will be finalized, published and distributed in January to the Legislature.

Mrs. Berkley stated that this document should be referred to when speaking with Legislators and they should be encouraged to read the document. This is very important for the members of the Board to impart this knowledge to the Legislators.

Several of the Regents congratulated the Chancellor's staff on preparing such an excellent report.

A discussion was held regarding UCCSN's involvement in Nevada's economic development, and each of the Presidents responded that their respective institutions were addressing the issues and have made several changes to their curriculum. Mrs. Gallagher emphasized the importance of UCCSN's involvement in the State's economic development efforts.

Mr. Foley requested that the 1993-97 Legislative Planning Report be sent to the economic development groups throughout the State. UCCSN is in great need to fully publicize higher education to the citizens of the State of Nevada. He commended the staff for their efforts in producing the excellent document.

Motion carried.

6. Information Only: Budget Update

Vice Chancellor Sparks presented an update on the Biennial Budget Request. He distributed a handout that contained the FY 1994 Base Budget Request and information on the State of Nevada's General Fund, which is filed in the Regents' Office.

Vice Chancellor Sparks reviewed the FY 1994 Base Budget Request, as follows:

Excluding the new Business Tax and other revenue enhancements approved by the 1991 Legislature, Nevada's general fund revenue collections in fiscal 1992 remained about the same as fiscal 1991.

State general fund revenues this fiscal year (1993) are expected to increase by about 3% over fiscal 1992.

If UCCSN continues to receive about 20% of the total State general fund revenues, a 5% increase in general

fund revenues for FY 1994 would produce about \$12.3 million in new general funds for UCCSN; a 7.5% increase in new general fund revenues would be \$17 million; and a 10% increase in new general fund revenues would be \$21.8 million.

The Base Budget Request for fiscal 1994 for UCCSN calls for a general fund revenue increase of approximately \$51.9 million or 28%, which has been adjusted for fee increases approved by the Board of Regents in October, 1992.

The UCCSN 1994 Base Budget Request included the following increases:

Restore the FY 1993 Budget Cut	\$21.9 million
Projected Enrollment Growth	8.6 million
Operation of New Facilities	3.0 million
Professional Merit Pool	2.6 million
Support Service Formulas	10.6 million
Increase Grants-in-Aid	1.3 million
All Other (Inflation, Federal Mandates, etc.)	3.9 million
Total	\$51.9 million

As indicated above, a 10% general fund increase produces about \$21.8 million in additional revenue for UCCSN, which is just about enough to restore the FY 1993 budget cut but not enough to fund the other requests.

Vice Chancellor Sparks indicated that UCCSN receives approximately 20% of the State General Fund. In order for UCCSN to secure its revenue sources at 20%, either an increase in State revenues of about 10% is needed, or UCCSN could obtain a greater share of the State's resources (about 21% rather than 20%), then the budget cuts could be restored. He felt that would be very unlikely, in light of the current State Distributive School Fund and the State's Medicaid program, which are also finding it difficult to maintain an appropriate budget.

Upon questioning, Vice Chancellor Sparks stated that the Governor has sponsored a Statewide government reorganization study, and if all the recommendations are adopted, it could reduce budgets in some areas, however it would cause a re-allocation of funds throughout the State.

Vice Chancellor Sparks indicated that the State budget process is being reviewed and is changing to a base budget system, such as UCCSN's budgeting process. He is prepared to suggest to the State Budget Office a new guide be used to allow fair treatment for each of UCCSN's institutions that would recognize the differences between the institutions.

Mr. Klaich felt that UCCSN has a strong case based on the recent budget reductions and increased enrollments and UCCSN should have an opportunity to restore the budget. UCCSN must be able to lobby differently than in the past.

Upon questioning about the K-12 budget, Vice Chancellor Sparks responded that he is hopeful the upcoming legislative session would determine to reduce the K-12 budget by \$15 million as requested by the Governor, because if it is not reduced, there could be a \$32 million shortfall.

Dr. Eardley reminded the members of the Board that this is the first time UCCSN has not requested salary increases in its Base Budget Request. President Crowley stated that was true, but UCCSN did request an increase if other State employees received a salary increase. President Maxson

stated that salaries are a high priority and that UCCSN needs flexibility in the base budget and at the institutional level. The leaner the budget, the more flexibility is needed.

Mr. Klaich stated that the Board should remember that students are being affected also with increased enrollments; fewer classes, therefore longer time in order to graduate. Salaries are important, but reducing faculty and courses is certainly not the answer. UCCSN must keep on track.

President Meacham stated that faculty have been greatly impacted by taking on more workload without any reward. He did not think this should continue. President Maxson agreed and stated that it is easier to ask faculty to increase their workload with an additional salary.

Mrs. Gallagher stated that it is time UCCSN refocus on limited budget resources. UCCSN should not sacrifice quality education, but may need to delete whole programs or Departments. Mrs. Berkley stated that UCCSN should concentrate on what is most useful in the future. This will not be an easy process. Mr. Foley suggested that the whole System be reviewed for its educational process.

President Crowley cautioned the Regents in deleting whole programs or Departments. In lean years, it is vital to become more creative in allocating funds.

Chairman Sparks stated that Nevada is one of the few states that does not receive local funding for its Community Colleges, and suggested that this be an option to evaluate for the future.

7. Information Only: Differential Tuition Programs

Director of Institutional Research Karen Steinberg presented information about current programs within the UCCSN which provide out-of-state students with differential tuition rates; the information is filed in the Regents' Office.

These programs provide student rates less than the normal out-of-state tuition. She stated, for the record, that the information presented serves as preliminary information for future discussions. She highlighted the information which was divided into two basic sections: Out-of-State Programs and In-State Programs.

Mr. Klaich felt that since CBS televised a segment regard-

ing the dismantling of higher education in California, and indicating that California students would be taking advantage of our institutions, the Governor and Legislators would be addressing this issue during the upcoming session. UCCSN should review all of its policies in this area. The Chancellor's staff will review the policies and data, and report back to the Board.

Dr. Hammargren entered the meeting.

8. Approved Fall 1992 Enrollment Report

The official Fall 1992 enrollment report was presented by Ms. Karen Steinberg, Director of Institutional Research. Campus and System data and information concerning enrollment by gender, race-ethnic designation and full-time/part-time status was highlighted, as contained in Ref. E, filed in the Regents' Office.

Ms. Steinberg extended her appreciation to Ms. Tamela Gorden, UCCSN Research Analyst, for her assistance.

The report indicated that UCCSN currently enrolls a total of 65,900 State supported students, an increase of 4.5%

from Fall 1991 and an increase of nearly 60% from the Fall of 1983. The System is serving 36,036 full-time equivalent (FTE) students, an increase of 5.2% from Fall 1991 and an increase of 65.3% from the Fall of 1983. State funding for the UCCSN is based on FTE enrollment. In addition to State supported students, UCCSN Campuses enroll students in non-State supported programs such as continuing education, correspondence courses, community services, and contract education programs. The Community Colleges reported an additional 10,891 students in self-supported programs. The two Universities estimate that they serve approximately 8,000 students for the same time period.

This is the 8th consecutive year that UCCSN has reported growth in student enrollment. Following slight declines in headcount and FTE enrollments in 1983 and 1984, enrollments have continued to increase Systemwide.

Systemwide State supported Fall headcount has grown nearly 60% from 1983 to 1992. In 10 years, enrollment has grown from 41,259 students to 65,900 students, an increase of over 24,600 students. Total enrollment in the 4 Community Colleges has increased 68% from 20,690 students in 1983 to 34,702 in 1992. The 14,013 student increase at the Com-

munity Colleges from 1983 to 1992 accounts for 57% of the total System headcount enrollment growth over this period.

Systemwide Fall FTE enrollment has grown 65.3% from 1983 to 1992, a larger growth rate than headcount enrollment over the same period. From 1984 to 1986 FTE enrollment generally grew at about 1/2 the rate of headcount enrollment. However, in more recent years, 1987 to 1992, the growth in FTE enrollment (47%) has exceeded the growth in headcount enrollment (31%). Over the 10-year period 1983 to 1992, Systemwide FTE enrollment has grown from 21,803 to 36,036, in increase of 14,233 FTE students.

Total FTE enrollment in the two Universities has increased 54.0% from 14,385 to 22,156 in 1992. This increase of 7,771 students accounts for 55% of the total System FTE enrollment growth from 1983 to 1992. FTE enrollment in the four Community Colleges increased 6,462 FTE students from 7,418 in 1983 to 13,880 in 1992, a growth rate of 87.1%.

The majority of UCCSN students attend on a part-time basis. 33% of 1992 students attend UCCSN Campuses full-time, a slight increase over the proportion of students who attended full-time in 1991 (32%). 86% of Community College stu-

dents attend part-time. 55% of students attending UCCSN

Campuses are women, 75.1% are white, 17.3% are minority students, 2.2% are nonresident alien, and 5.4% are of unknown status for Fall 1992.

Systemwide 29.4% of students are between 18 and 21 years of age; 21.4% are 22 to 29 years of age; 21.2% are 30 to 39 years of age; and 11.5% of students in 1991 are between 40 and 49 years of age; 5.2% are over 50 years of age; 1.2% are under 18 years of age.

Dr. Eardley moved approval of the Fall 1992 Enrollment Report. Dr. Derby seconded. Motion carried.

9. Approved Distribution of Tuition Increases

The Presidents requested approval to distribute tuition increases as follows: 25% outside the budget and 75% within the budget. Non-resident tuition would be totally distributed within the budget. This distribution is consistent with the decision of the 1991 Legislature for the 1992-93 fee increase.

Mrs. Gallagher moved approval of the above distribution of

tuition increases with an amendment to change the wording from "outside the budget" to "non-State supported budget".

Mrs. Whitley seconded.

Upon questioning, Vice Chancellor Sparks explained that the Board of Regents recently approved, beginning Fall 1993, an amount equal to 50% of all tuition and fee increases dedicated to the State budget will be earmarked for student financial assistance for improving access to higher education. This 50% will be allocated from the 75% within the budget. In addition, he explained that the 25% allocated for non-State supported budget will be used for student related activities, such as computer laboratories, counseling, scholarships, student government, etc.

Motion carried.

10. Approved Scholarship, Families of Deceased Thunderbird

Pilots

During the Summer, two of the Thunderbird Pilots, Maj. Bruce Natardus and Lt. Col. Wendell Johnson, stationed at Nellis Air Force Base were killed in a plane crash while on active duty. Regent Whitley requested approval of this waiver of

tuition and/or registration fees for the immediate families.

Each pilot left a wife and two small children, a boy and a girl.

Mrs. Whitley moved approval of a waiver of tuition and/or registration fees for families of deceased Thunderbird

Pilots from Nellis Air Force Base. Dr. Eardley seconded.

Dr. Derby questioned if this was going to be setting a precedent for similar programs for others in the military.

It was explained that Nevada is the home State of the Thunderbird Pilots and it is extended to them as a courtesy.

Motion carried.

Dr. Eardley left the meeting.

11. Approved Amendments, Regents' Bylaws

The number of members of the Board of Regents of the University and Community College System will increase in January, 1993 from 9 members to 11 members of the Board.

As a result of this increase in numbers, various amendments to the Board of Regents' Bylaws pertaining to the

number of members necessary to make up a quorum, take action, call meetings or place matters on agendas will be necessary.

Approved amendments to the Regents' Bylaws, effective January 1, 1993, as contained in Ref. F, filed with the permanent minutes. The first reading of the proposed amendments was held at the October 8-9, 1992 Board of Regents' meeting.

Mrs. Gallagher moved approval of the amendments to the Regents' Bylaws regarding the increase of membership to the Board of Regents to 11 members. Mrs. Whitley seconded. Motion carried.

12. Approved Resolution: Employee Health Care Insurance

Chancellor Dawson requested consideration of resolutions received from the System Presidents and Faculty Senates concerning the recently announced increases in employee health care costs and decreases in health care benefits, and the manner in which this matter has been handled.

Ref. G, filed in the Regents' Office, contains those resolutions.

Extensive testimony from various speakers was heard by the Board of Regents, urging the Board to take immediate action against the process and to examine the implications that the new employee health care insurance would have on the employees of the State of Nevada.

The open meeting recessed at 11:45 A.M. and reconvened at 1:40 P.M. Thursday, November 19, 1992 with all Regents present except Regent Foley.

12. Approved Resolution: Employee Health Care Insurance

(continued)

Testimony continued on the employee health care insurance issue. During the discussions, it was suggested that UCCSN break away from the State Employee Health Care Insurance. Mrs. Gallagher stated that she serves on the Board of Directors for Blue Cross/Blue Shield and that the State's benefit program is remarkable. She requested that the Chancellor review other insurance programs and report back to the Board.

Mr. Foley returned to the meeting.

Dr. Hammargren moved to accept the President's resolution with a request for additioning funding from the Legislature and that the Board of Regents and institutions share the cost of a benefits position in the Chancellor's Office.

Mrs. Whitley seconded.

Discussion continued and it was determined that Regents' Special Projects Fund would not be used to implement a new position to address benefits. Dr. Derby requested that the portion of the motion regarding the Board of Regents and institutions sharing the cost of a benefits position be removed.

Dr. Hammargren withdrew the motion. Mrs. Whitley agreed.

Dr. Hammargren moved that the Chancellor's staff prepare a resolution on behalf of the Board of Regents that includes the recommendations contained in the joint resolution. Mr. Klaich seconded. Mr. Foley opposed. Motion carried.

It was requested that General Counsel Klasic compose a resolution which would reflect the issues brought before the Board regarding the employee health care insurance.

Discussion continued after item 23.

The open meeting recessed at 3:00 P.M. to move into the Research Affairs Committee meeting and reconvened at 3:15 P.M. Thursday, November 19, 1992, with all Regents present.

13. Report of the Research Affairs Committee

A report of the Research Affairs Committee meeting, held November 19, 1992, was made by Regent Lonnie Hammargren, Chairman.

(1) DOE/EPSCoR Traineeship Awards - Dr. David Mc Nelis, Chairman of the UCCSN Research Council, related that there will be Traineeships available from DOE/EPSCoR in the Spring. These awards will be for \$18,000 each.

(2) Nevada Regents' Research and Creative Activity Awards - Dr. Mc Nelis announced that nominations for the Nevada Regents' Research and Creative Activity awards are now due in the Chancellor's Office. The Research Council will appoint committees to review applications and make recommendations at the February meeting. Dr.

Hammargren stated the Research Council may not be able to raise enough funds for the monetary portion of these awards, although the medals will be ready by May when the awards are presented.

- (3) Appointment of Chairman, EPSCoR - Dr. Mc Nelis related that Dr. Arthur Anderson has resigned as Chairman of Nevada's EPSCoR committee and that Mrs. Sandy Miller has accepted the Chairmanship. The Committee acknowledged the outstanding leadership of Dr. Anderson.

Dr. Mc Nelis explained that Nevada's Congressional delegation had been of great assistance in obtaining \$60 million for grants for the EPSCoR states, and that Nevada was presenting a proposal for \$15 million over a 5-year period. However, this would require a \$1.5 million match for each of those 5 years.

- (4) Update of Search for Director, EPSCoR - Dr. Mc Nelis reported that the Committee had narrowed the candidates down to 4 finalists for the position of EPSCoR Director. He stated that Nevada had received \$100,000 from NSF for the first year salary for the Director.

Mr. Klaich reminded the Committee that funding for this position is in Priority 3, and at this time it does not appear that UCCSN will be funded for those items.

Mrs. Berkley stated there would be no lobbying for anything other than funding of the Base Budget at the Legislature. Dr. Mc Nelis related the Research Council might be able to raise funds for this position. He added that there has been a 15% per year growth in research in the State, and this position is sorely needed.

(5) State Office of Science, Engineering and Technology -

Dr. Mc Nelis reported that Nevada is the only state now to have a State Office of Science, Engineering and Technology. The Research Council is working with NISSET to have a bill introduced in the Legislature to create the position, even without funding.

Dr. Hammargren left the meeting.

The open meeting recessed at 3:16 P.M. to move into Foundation meetings and reconvened at 3:45 P.M. Thursday, November 19, 1992,

with all Regents present except Regent Hammargren.

14. Approved Naming of Building, UNLV

Approved the naming of the new Physics building at UNLV the Robert L. Bigelow Physics building.

Mrs. Whitley moved approval of the naming of the new Physics building at UNLV the Robert L. Bigelow Physics building.

Dr. Derby seconded. Motion carried.

15. Approved Report and Recommendations of the Audit Committee

A report and recommendations of the Audit Committee meeting held November 4, 1992 were made by Regent Dorothy Gallagher, Chairman.

Chairman Gallagher explained that all State Government is being called upon for greater accountability, and urged that procedure manuals and policy manuals must be in place for all areas of UCCSN. Of particular concern at this time are procedures of the scholarship funds. Mr. John Love, Acting Director of Internal Audit, explained that a number of Departments reporting at this meeting have never before

been audited. As those audits progressed, these Departments have cooperated fully and policy and procedure manuals are either underway or have been completed.

(1) Acting Director of Internal Audit John Love presented the audit of the UNLV English as a Second Language, July 1, 1991 through June 30, 1992. The audit report is filed in the Regents' Office.

(2) Acting Director of Internal Audit John Love presented the audit of the UNLV Center for Public Data Research July 1, 1991 through June 30, 1992. The report is filed in the Regents' Office.

(3) Acting Director of Internal Audit John Love presented the audit of the UNLV Center for Survey Research, July 1, 1991 through June 30, 1992. The audit report is filed in the Regents' Office.

(4) Acting Director of Internal Audit John Love presented the audit of the UNLV Payroll Department, July 1, 1990 through March 31, 1992. The report is filed in the Regents' Office.

Mr. Love explained these were basically clearing accounts. Vice President Harry Neel stated that these accounts would now be reconciled quarterly.

- (5) Acting Director of Internal Audit John Love presented the audit of the UNLV Scholarships, July 1, 1990 through December 31, 1991. The report is filed in the Regents' Office.

Mr. Love explained that under the new CUFS system, any overages will be rejected, so that the large deficit discovered in this audit can no longer occur. The minutes of the selection committees will now reflect documentation and reasons for the award selections. Mrs. Gallagher stressed that particular care must be taken with these funds to ensure they are being distributed as the donor wishes. Vice President Neel assured the Committee that the controls are now in place in the CUFS system.

- (6) Acting Director of Internal Audit John Love presented the audit of the UNLV Copy Machine Activity, January 1, 1991 through December 31, 1991. The report is on file in the Regents' Office.

(7) Acting Director of Internal Audit John Love presented the audit of the CCSN Physical Plant, July 1, 1991 through June 30, 1992. The report is on file in the Regents' Office.

(8) Acting Director of Internal Audit John Love presented the audit of the CCSN Child Development Laboratory, July 1, 1991 through June 30, 1992. The report is on file in the Regents' Office.

(9) Information Only: Acting Director of Internal Audit John Love presented the follow-up report of the UNLV Residential Life, July 1, 1990 through December 31, 1991. The report is on file in the Regents' Office. Mr. Love stated that deposits now are made daily.

(10) Information Only: Acting Director of Internal Audit John Love presented the follow-up report of the TMCC Associated Students of Truckee Meadows Community College, July 1, 1990 through June 30, 1991. The report is on file in the Regents' Office. Controls are now in place to train the students as they assume offices, and a Treasurer's report is made at each

meeting of the Association.

(11) Information Only: Acting Director of Internal Audit

John Love presented the follow-up report of the CCSN

Copy Machine Activity, January 1, 1991 through

December 31, 1991. The report is on file in the

Regents' Office.

(12) Information Only: Acting Director of Internal Audit

John Love presented the follow-up report of the CCSN

Scholarship Program, July 1, 1990 through December 31,

1991. The report is on file in the Regents' Office.

Mr. Love reported that the procedure manual is now in

place.

(13) Information Only: Acting Director of Internal Audit

John Love presented the follow-up report of the WNCC

United Student Association, July 1, 1990 through

October 31, 1991. The report is on file in the

Regents' Office.

(14) Information Only: Acting Director of Internal Audit

John Love presented the follow-up report of the NNCC

Child Care Center, July 1, 1990 through December 31,

1991. The report is on file in the Regents' Office.

Mr. Love reported that the Center is now filling out the 1099's for volunteers working for payment of tuition for the children.

(15) Information Only: Acting Director of Internal Audit

John Love presented the follow-up report of the NNCC Associated Students of Northern Nevada Community College, July 1, 1990 through December 31, 1991.

The report is on file in the Regents' Office.

(16) Information Only: Acting Director of Internal Audit

John Love presented the follow-up report of the UNR JTU Activities Office, July 1, 1989 through December 31, 1990. The report is on file in the Regents' Office.

Mr. Love stated that the procedures manual is now in place, there has been a change of personnel, and the Controller's Office is overseeing these operations.

Mrs. Gallagher asked that a follow-up be made within four months.

Chairman Gallagher commended Acting Director of Internal

Audit John Love and staff for their work.

Mrs. Gallagher moved approval of the report and recommendations of the Audit Committee. Mrs. Whitley seconded.

Motion carried.

The open meeting recessed at 3:50 P.M. to move into the Academic Affairs Committee meeting and reconvened at 4:06 P.M. Thursday, November 19, 1992, with all Regents present except Regent Hammargren.

16. Approved Report and Recommendations of the Academic Affairs Committee

A report and recommendations of the Academic Affairs Committee meeting, held November 19, 1992, were made by Regent Jill Derby, Chairman.

- (1) Approved a change in the degree title of an existing program from the Ph. D. in Environmental Biology to a Ph. D. in Biological Sciences at UNLV, as contained in Ref. AA-1, filed in the Regents' Office.

This program was established in 1986 as the first

Ph. D. degree offered by UNLV. As the program has grown, there has been increased student demand to concentrate in areas beyond environmental biology. As well, faculty with expertise in other areas of the biological sciences have joined the program, and can provide education in additional fields. No changes in curriculum or additional resources are required.

(2) New Business - Chairman Derby reported on the ACCT

Conference she had recently attended. The discussions centered around the emerging change in the role of trustees from the traditional role to one of vision with the Board becoming more involved in planning. One group had set goals similar to UCCSN's Strategic Directions and is now measuring activity by key performance indicators. That Board highlights one of the directions at each meeting.

Mr. Klaich asked what was being done to promote undergraduate education on the Campuses. Vice Chancellor Richardson replied that will be reported to the Board as the Campuses present their academic master plans.

Mr. Klaich moved approval of the report and recommendations

of the Academic Affairs Committee. Mrs. Berkley seconded.

Motion carried.

The open meeting recessed at 4:07 P.M. to move into the Legislative Liaison Committee meeting and reconvened at 5:05 P.M.

Thursday, November 19, 1992, with all Regents present except Regents Foley and Hammargren.

17. Approved Report and Recommendations of the Legislative Liaison Committee

A report and recommendations of the Legislative Liaison Committee meetings, held October 20 and November 19, 1992 were made by Regent Shelley Berkley, Chairman.

October 20, 1992

(1) Information Only: Legislative Planning - Vice Chancellor Ron Sparks gave an update of current State revenues, concentrating on the projected income for the first year of the biennium 1993-95. He related that the State for FY 1992 probably collected less revenue than the previous year when comparing the same sources. However, in the last session the busi-

ness tax and other new revenues were added. The State is now projecting a 3% growth for FY 1993. He reminded the Committee that the Governor left \$17 million to be cut from the current appropriations by the Legislature when it meets in January, 1993, which the Legislature probably will do if the 3% growth is met. He related that the System Presidents have set aside funds for these cuts.

The UCCSN has in the past received 20% of the State revenue. Based on that 20%, if there is a 5% growth in revenues next year, there would be \$9 million in new dollars for higher education. A 7.5% growth would produce \$13.9 million, and a 10% growth would produce \$18.6 million for UCCSN. The UCCSN Base Budget Request calls for an increase in State funds of \$53 million. With these projections of growth in State funds, it is obvious there will not be enough new revenue to fund this request.

Vice Chancellor Sparks reminded the Committee that the Board's highest priority is the funding of the Base Budget for the System.

Vice Chancellor Sparks reviewed the components of the

Base Budget:

\$22.0 million to restore current year budget cuts

\$12.1 million to fund projected growth

\$3 million to support new facilities coming on line

\$2.6 million for the current merit pool of 2%

\$1 million for new rental space for CCSN and TMCC

to handle growth

Vice Chancellor Sparks stated that the above items alone would require a 10% growth in revenues but only after the budget cuts are restored. On top of the Base Budget, the UCCSN has a request of \$75.7 million in priorities and over \$100 million in Capital Improvement requests. He added that it was highly unlikely UCCSN would receive more than 20% of the State revenues.

Dr. Eardley asked that this information be put into chart form in order that everyone will be discussing the same elements.

Dr. Ashok Dhingra, Vice President for Finance at UNR, stressed that the support functions in the budget are

equally important and have always been supported by the Board. He cautioned that there may come a time during the session when these will need to be prioritized and stated his concern that the Board be allowed to do this, rather than having the Legislature or Governor's Office dictate. He also reiterated that the \$53 million in new monies in the UCCSN request does not include salaries, and if there are no funds for raises that will mean 3 years without salary increases. This will greatly hamper any recruiting during that time.

Vice Chancellor Sparks stated that his office will be monitoring the budget process very closely to determine if either the Governor's Office or the Legislature attempts to change the student/faculty ratios, since this is a quick way for them to lower the needed amount of State dollars. Another method is to increase the student fees. Chairman Berkley stated that she understood the System has worked very hard to overcome the 1981 cuts in the student/faculty ratio area. Vice Chancellor Sparks related that in those 1981 cuts, the student/faculty ratio at CCSN was raised to 26.5:1.

Vice President Dhingra stated that the Board now has approved a very "decent" student fee policy and that it was his hope the Board would tell the Legislature they would not raise fees beyond this point; that if cuts were to come, they must come from some other area. He related that students have the right to know a year in advance of what the fees will be.

Mr. Klaich asked whether color charts of this presentation could be made, and added that this presentation today was only "survival rations" for the System. He stressed that all those lobbying must be able to explain the UCCSN position, and that it should be the burden of the Legislature to tell the people of the State that if certain cuts are made, they are cutting quality in higher education.

Chairman Berkley presented a 3-phase plan for legislative activity:

Phase I - October 20-November 3

(1) Mr. Klaich is to set up two meetings, one North, one South, between the Governor, Presidents and

business community leaders, wherein the community leaders can stress the need for quality higher education in this State.

(2) Contact candidates for the Legislature. The list of candidates was reviewed and assignments made to contact those candidates who had not been reached.

Chairman Berkley asked that a 2-page summary, and the charts, be available as quickly as possible for use in making these contacts. Mr. Glen Krutz, System Office, suggested that incumbent State Senators not up for re-election should also be contacted.

It was agreed that discussions center only around the \$53 million needed for the Base Budget.

It was agreed that students are especially effective in lobbying during the session, and that briefings for them should be held. Between now and the session it was suggested that the students should rally other students on the Campus.

Chairman Berkley stated that the Board would not tolerate "mavericks" during this legislative session; that it was important that all would be supporting the UCCSN position as adopted by the Board. Chairman Berkley stated she has been meeting with Dr. Jim Richardson, lobbyist for the Nevada Faculty Alliance.

Phase II - November 3-January 17 (between election & session)

- (1) Finish contacts with individual Legislators.
- (2) Legislators be invited on Campuses.
- (3) Fred Davis, DRI - Chamber of Commerce Exchange.

The Chamber of Commerce sponsors a 2 1/2 day exchange of Northern Legislators to the South; and Southern Legislators to the North, to meet with community leaders, tour certain facilities, and become aware of the needs throughout the State. Education needs are a part of this presentation. Regents will be invited to a certain number of these functions, but it was stressed that this was not a time for in-depth lobbying

efforts.

- (4) Finish the UCCSN data bank. Training will be held on the Campuses by Dr. Bob Dickens.
- (5) Meet with editorial boards. UCCSN Public Information Director Pamela Galloway suggested the Regents should meet with the main editorial boards.
- (6) Meet with various civic groups.
- (7) Campus activities will be in full swing. (December 1 - UNR Leadership Forum, Lawlor Events Center in Reno)

Phase III - Legislative Session

- (1) Dr. Eardley is to develop a presentation by a select group of business people, students and faculty to be presented on the first day of the legislative committee or sub-committee hearings. The detail of the budget would then be presented on subsequent days or in the sub-committee hear-

ings.

President Calabro suggested that these kinds of presentations might be very effective when the sub-committees visit the Campuses.

President Calabro stated that during the session it is anticipated that there will be needy people lobbying continually, and stressed the need for the UCCSN presentations to be very, very positive.

Dr. Eardley urged that Community Colleges need to be stressed.

Chairman Berkley reiterated that:

- (1) The number one priority of UCCSN will be the restoration of the Base Budget.
- (2) Once the Governor has made his recommendations, the System can then determine what, if any, other needs should be stressed.
- (3) Mavericks will not be tolerated.

(4) The spokesman for the System will be the Chairman of the Board of Regents.

(5) UCCSN will be utilizing Regents, students, staff, faculty, business community and other citizens in its lobbying efforts.

(6) Students should consider sponsoring a "Students Day at the Legislature". There will be a UCCSN student legislative committee. Chairman Berkley suggested they meet sometime during the November Regents' meeting and report back to this Committee.

(7) Bill Draft Requests will be reviewed as they become available.

(8) Chairman Berkley and Vice Chancellor Sparks will review Governor's Office and Legislative Counsel Bureau requests for further information on the budgets to obtain the focus of those groups on the UCCSN budgets.

Vice Chancellor Sparks related that he and the Chancellor attended a meeting called by State Budget Director Judy Matteucci wherein they explained the UCCSN Base Budget. That office was not interested in the UCCSN priorities list. Vice Chancellor Sparks stated that he has not yet received a schedule of hearings for the Presidents. Mr. Krutz suggested that the Federal government is putting fewer dollars into higher education programs, and added that he would provide a list of those programs.

Committee members stressed that the Chairman of the Board is the spokesman for the System and will lead the UCCSN delegation.

November 19, 1992

(1) Calendar of Legislative Liaison Activities - Chairman

Berkley asked the Presidents to submit updates for the UCCSN legislative calendar to Pamela Galloway for coordination with the Regents' activities.

(2) Review of Bill Drafts - The Committee reviewed bill

draft topics which could impact UCCSN. It was agreed

that until the texts of most bills are available it would be difficult to determine whether UCCSN would be able to support or oppose a particular bill. The Committee did agree to stand on several BDR's, and asked Ms. Galloway to obtain background information on others.

- (3) New Business - Mr. Klaich reported on a meeting held November 17, 1992 with the Governor. Present were Mr. Klaich, Dr. Eardley, Mr. Bob Blanz, Mr. Steve Brown, Ms. Shelley Turner, Mr. Bill Thornton and Mr. Keith Lee. Mr. Klaich reported the meeting was very positive and that those attending brought a unique perception to the meeting by explaining the necessity for a quality higher education system to attract new businesses to Nevada. These people suggested to the Governor that perhaps a programmatic trigger which would enable programs to be funded should State revenues improve might be a solution to providing additional funding for the UCCSN in 1993-95.

Chairman Berkley encouraged Campuses to continue their legislative activities, and to include civic organizations and service clubs as well. Dr. Eardley will

coordinate the UCCSN legislative presentations. Mrs. Berkley will request joint meetings of the two money committees so that UCCSN can make its presentation to both at the same time. Mrs. Sparks related that, through Dr. Ken Hunter's auspices, an economic impact study is in progress and that information will be ready soon. Mr. Glen Krutz stated that the student government leaders had met and are planning a "Higher Education Day" at the Legislature sometime in February or March.

Mr. Klaich moved approval of the report and recommendations of the Legislative Liaison Committee. Dr. Eardley seconded. Motion carried.

The open meeting recessed at 5:05 P.M. to move into the ad hoc Committee on Ethnic Minority Affairs meeting and reconvened at 5:10 P.M. Thursday, November 19, 1992, with all Regents present except Regents Berkley, Foley and Hammargren.

18. Approved 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 November 19, 1992,
were made by Regent June Whitley, Chairman.

(1) Status Report - Mrs. Karen Steinberg, Director of
Institutional Research, reported that the invitations
to serve on the Blue Ribbon Task Force had been initi-
ated. she is working with the Campus committee Chair-
ment to establish goals and priorities. Chancellor
Dawson is sending a letter to all UCCSN faculty and
staff asking them to become involved in the surveys
being done at their institutions.

Mrs. Steinberg reviewed a revised calendar of events.

Mr. Klaich moved approval of the report and recommendations
of the ad hoc Committee on Ethnic Minority Affairs. Dr.
Eardley seconded. Motion carried.

Mr. Klaich announced that he would not be in attendance during
the Friday, November 20, 1992 session of the Board of Regents
meeting, and expressed his appreciation to Chancellor Dawson for
addressing the issue of collective bargaining.

The open meeting recessed at 5:10 P.M. and reconvened at 9:45

A.M. Friday, November 20, 2991, with all Regents present except Regents Derby, Foley, Klaich and Hammargren.

19. Information Only: Board's Role in Collective Bargaining

Chancellor Dawson introduced Mr. Caesar Naples, Consultant, who discussed the role of the Board in collective bargaining.

Dr. Naples stated that the process of collective bargaining is an activity in which the System must be well versed in order for the process to function appropriately. There will be new terminology, activities, and relationships so that the Board will know what the process can achieve and what its limitations are for the System. The more the Board can learn about collective bargaining, the better it will be to administer and deal with the process. The Board's responsibility is much broader than one institution's representation in collective bargaining and the process it will be focusing on within that group. Management's responsibility governs not only all employees included in collective bargaining, but also students and the public.

He stated that one of the first things that must occur is

that "management" has to identify itself as "management".

Collective bargaining requires that there be two sides to the bargaining table and management has to be represented with the authority to say "yes" to proposals and demands.

The union on the other side has the authority to make those demands and to say "yes" to an agreement.

Management in this System is divided into two levels. The policy and broader level is the level of the Board of Regents; the operational level is the operation of the System delegated to the Chancellor, the Presidents, and their staffs.

Collective bargaining is an operational responsibility that has policy implications in which the operational responsibility is the conduct at the bargaining table. Dr. Naples indicated that this is a very important concept, because if the distinction between operation and policy is blurred, the power to bargain does not reside at the bargaining table, as it must in order to have good faith collective bargaining, and then the focus will quickly shift away from the bargaining table to a continuous lobbying function. There must not be any "end-runs" in collective bargaining.

Dr. Naples stated that management's role is a very crucial one. Management sets goals, seeks revenues, and directs its use. Management represents the interest of the entire group and insures equality of treatment among the entire group and is the primary initiator of actions. Management must view collective bargaining as a tool to further its appropriate goals -- the long and short term goals of the System.

Collective Bargaining should not just focus on temporary problems; it is a long-term process. Dr. Naples added that certain relationships and attitudes will change as a result of collective bargaining. Collective bargaining does provide and presumes a certain conflict of interest between the two parties. It is an adversarial process by its nature which will give rise to the venting of frustrations and feelings from both sides. Management must look past that if the quality of collective bargaining is to be maintained. The easy sharing of information that used to characterize collegial relationships can now strain those easy relationships until a comfort level is reached with the collective bargaining process. The collective bargaining agreement will be the prime document governing the relationship and whether or not fairness is achieved will

now be measured by this document.

Dr. Naples emphasized the need to understand the politics that will go along with this process. Union leaders are selected and charged by their constituents to deliver protection and advances in areas that the constituents deem to be important. A union leader cannot continually return to his constituents without any agreement. One difficulty collective bargaining has is that it cannot generate new resources. It does well in terms of allocating the resources. It becomes the management's primary responsibility to figure out if resources are being shuffled around with the existing resources, or whether management is really able to expand the resources to meet the demands. Productivity and efficiency are ways for the collective bargaining process to address this issue.

Dr. Naples strongly emphasized that the Board of Regents must think through the importance on how to define management and how management will deal with the challenges represented at the bargaining table.

Dr. Eardley questioned whether collective bargaining improves the end product, the students, or the instruction

in the classroom. Dr. Naples responded that collective bargaining does not focus on those issues, however it can interfere if attention is not properly paid to the impact of the concessions and provisions that are agreed to at the bargaining table. Collective bargaining, in and of itself, is not a damaging process or factor, but one must keep in mind the impact it will have on students, the institution, the public and the mission of the System.

Mrs. Berkley asked Dr. Naples to define the role of the members of the Board of Regents. Dr. Naples reassured the Board that they will not have to change their philosophical or personal orientation, but that they must focus on the responsibilities as management, and that policy be at one level and operations be at another level. The Board sets policy and the policy is: We expect education to occur; we expect it to occur in an efficient way; and we expect the right outcomes for the educational process. The delegation vests the bargaining responsibility, that is, the Presidents and their staffs.

Dr. Naples added the following to help clarify the role of the Board of Regents:

A) The Board should learn as much as it can about the process, so that information may be collected, and the little bits of information that is received from time to time will be meaningful. The Board will be able to put the information in a larger context for understanding the process.

B) The Board should remember that there are two parties in an adversarial process. Each side checks on the other side sitting at the bargaining table. So it is unlikely that one side is going to be able to deceive the other or deceive the Board, in that respect, because they each act as a check, that works in and of itself.

C) The Board should look at the outcomes and analyze how it affects the System, and whether it interferes with the level of responsibilities and the Board's goals. Are the Board's hands tied inappropriately due to the outcome?

Dr. Naples cautioned the Board to keep in mind that every bargaining relationship will be different. Each case will bring forth prior situations and will carry forth different

challenges that will occur immediately and on into the future. Questions must be asked of and responsibility delegated to the chief operating officer, the Chancellor.

Dr. Naples stated that it may be difficult to look at collective bargaining during the actual process. Bargaining has developed several traditional practices which have worked over time.

One such traditional practice is the sequential development of the position of each side. Each side starts far apart from the other side, but through negotiations and compromises the sides begin to move closer. At the beginning of the process each side may have an idea of what they are willing to settle for, but throughout the process persuasion may cause a change in the plan. It is important to remember that a "snap shot" at any one time of the party's position does not indicate where the process is going to end up and it does not show the actual direction in which the process is moving.

He commended the Board for its policy that states at the conclusion of a 60-day period, if the parties have not resolved all their differences, a mediator who is a trained neutral party will assist the parties in reaching a volun-

tary agreement. The voluntary agreement is the goal -- an agreement which is imposed by neither side, or that has had no agreement which leaves the decision to one side's own devices. If the mediator cannot help reach a voluntary agreement, then a fact finder is appointed. A fact finder is also a neutral party who hears the argument and presentation from both sides and then makes recommendations. These recommendations are not made public. The recommendations are presented to each party. The recommendations should be evenly balanced with advantages and disadvantages for each side. The parties are then placed under the policies that require them to meet with the fact finder and discuss the recommendations, and have a bargaining session with the other side. After a voluntary agreement is reached, the fact finder's recommendations/report becomes a non-document" which is never made public. It is only when the parties cannot reach an agreement, that the fact finder's report is made public and the parties are at continual odds.

Chairman Sparks requested clarification that the Board of Regents are placed at arms-length to the entire process and Dr. Naples responded in the affirmative. The chief operating officer, the Chancellor, should be delegated

that authority. The Chancellor is responsible for carrying out the collective bargaining and then bringing the end-product of that collective bargaining back to the Board of Regents. It will be difficult at times for the Board, either collectively or individually, to resist the temptation of getting involved in the process.

Chairman Sparks thanked Dr. Naples for his explanation and advice.

20. Approved Election for Collective Bargaining

Under Title 4, Chapter 4, Sections 5 and 6 of the Board of Regents' Handbook, the TMCC Chapter of the Nevada Faculty Alliance met all the requirements for an election for the purposes of collective bargaining. As a result, Chancellor Dawson requested that the Board give authorization to hold an election at TMCC.

Mrs. Berkley moved approval to authorize an election on collective bargaining at TMCC. Mrs. Gallagher seconded. Motion carried.

21. Approved Acceptance of Gift from Stanford University, UNR

Approved a mining claim Stanford University wishes to donate to UNR. The mining claim, known as Pick and Shovel Mine, is located in the Jarbridge area of northeastern Nevada and includes two full claims on approximately forty-one (41) acres of property. Stanford University no longer has an active academic program in mining engineering and wants to deed over this property. Stanford University would like to have this matter concluded by the end of this year. See Ref. I, filed in the Regents' Office.

Dr. Eardley moved approval to accept a mining claim gift from Stanford University to UNR. Mrs. Whitley seconded. Motion carried.

22. Information Only: Outstanding Faculty Recognition

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

University of Nevada, Reno

C. Elizabeth Raymond

University of Nevada, Las Vegas

Evangelos Andrew Yfantis

Western Nevada Community College

William Mewaldt

23. Information Only: Outstanding Students Recognition

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

Truckee Meadows Community College

President Gwaltney introduced ASTM President Charlene Covington, who was nominated for recognition at the October 8-9, 1992 Board of Regents' meeting.

Community College of Southern Nevada

Carole R. Registre

Western Nevada Community College

Lauren Chealander

12. Approved Resolution: Employee Health Care Insurance

(continued)

Chancellor Dawson presented the following resolution regarding employee health care insurance, and stated that the resolution would be immediately sent to the Governor of the State of Nevada.

RESOLUTION #92-12

WHEREAS, the Nevada State Committee on Benefits, with minimum public input and time for review and discussion, has announced a significant increase in the employee dependents' portion of State group health insurance premiums, coupled with a substantial decrease in benefits and insurance coverage, at a time when cost of living compensation increases have been frozen; and

WHEREAS, at a time when the provision of adequate health care is in a state of national crisis, the State Committee on Benefits plans to lower the health care benefits available to State employees; and

WHEREAS, because payroll deductions due to the increased employee dependents' group health insurance premiums will result in significantly large reductions in lower paid State employees' take-home pay, such employees will be forced to remove their families from health care coverage in order to meet their families' most basic needs for food, shelter and clothing; and

WHEREAS, State employee dependents removed from the State employee's health care coverage plan may become a financial burden to the State of Nevada and its counties,

NOW THEREFORE, with the full consultation and concurrence of the Officers and representatives of the employees of the University and Community College System of Nevada, it is hereby resolved that:

1. We, the Board of Regents, along with members of the faculty and staff of the University and Community College System of Nevada, strongly protest the recent sudden and devastating cut in group insurance benefits and sharp increases in group insurance premiums for State employee dependents.

2. We, the above named citizens, urge the Governor to move immediately on behalf of all State employees to:

a. Take every possible action to prevent the implementation in January, 1993 of the aforementioned plan of the State Committee on Benefits;

b. Explore alternatives for solving this problem such as cost containment through better managed care, more preventive medicine, wellness initiatives and incurring less, as well as lower, administrative expenses on the part of the State Committee on Benefits, rather than taking a damaging approach of raising premiums and reducing benefits; and

c. Examine the existing process whereby group insurance health plan decisions are made by the State Committee on Benefits, to insure that these decisions are made in a thoughtful and open way with adequate time for public review and input.

3. We, the above named Officers and employees of the University and Community College System of Nevada advise the Governor that, if after careful exploration of all alternatives (and with adequate time for review and input from all State agency and employee groups) State employee dependents' group health insurance premiums must increase, then it is of critical importance to all State employees that premium increases be gradual and coincide with cost of living compensation increases authorized by the State of Nevada.

Mrs. Berkley moved approval of the resolution regarding employee health care insurance. Mrs. Gallagher seconded. Motion carried.

The meeting adjourned at 9:50 A.M.

Mary Lou Moser

Secretary of the Board

11-18-1992