



NEVADA LEGISLATURE

COMMITTEE TO CONDUCT A STUDY CONCERNING THE COST AND AFFORDABILITY OF HIGHER EDUCATION

(Assembly Bill 202 [Chapter 150, *Statutes of Nevada 2017*])

SUMMARY MINUTES

The second meeting of the Committee to Conduct a Study Concerning the Cost and Affordability of Higher Education for the 2017–2018 Interim was held on Tuesday, April 17, 2018, at 9 a.m. in Room 2135, Legislative Building, 401 South Carson Street, Carson City, Nevada. The meeting was videoconferenced to Room 4401, Grant Sawyer State Office Building, 555 East Washington Avenue, Las Vegas, Nevada, and to the Berg Hall Conference Room, Great Basin College, 1500 College Parkway, Elko, Nevada.

The agenda, minutes, meeting materials, and video or audio recording of the meeting are available on the Committee's [meeting page](#). In addition, copies of the audio or video record are available through the Legislative Counsel Bureau's Publications Office (e-mail: publications@lcb.state.nv.us; telephone: 775/684-6835) and may also be available at <http://www.leg.state.nv.us/Granicus/>.

COMMITTEE MEMBERS PRESENT IN CARSON CITY:

Assembly Member Amber Joiner, Chair
Senator Ben Kieckhefer
David H. Sanders, Ph.D.

COMMITTEE MEMBERS PRESENT IN LAS VEGAS:

Senator Moises (Mo) Denis, Vice Chair
Assemblyman Chris Edwards
Assemblywoman Heidi Swank
Alicia L. Contreras-Martinez

COMMITTEE MEMBER ABSENT:

Senator Yvanna D. Cancela

LEGISLATIVE COUNSEL BUREAU STAFF PRESENT:

Jennifer Ruedy, Senior Principal Policy Analyst, Research Division
Asher A. Killian, Principal Deputy Legislative Counsel, Legal Division
Brody Leiser, Senior Program Analyst, Fiscal Analysis Division
Jennifer Ouellette, Program Analyst, Fiscal Analysis Division
Maria de la Luz Aguayo, Senior Research Secretary, Research Division
Jan Brase, Receptionist/Research Secretary, Research Division

Items taken out of sequence during the meeting have been placed in agenda order.

AGENDA ITEM I—OPENING REMARKS

Chair Joiner welcomed everyone to the second meeting of the Committee to Conduct a Study Concerning the Cost and Affordability of Higher Education. She announced the meeting would be focused on program alignment of higher education.

Chair Joiner reviewed meeting protocol and housekeeping measures.

AGENDA ITEM II—PUBLIC COMMENT

Chair Joiner called for public comment.

Sam Lieberman, Board of Regents, Nevada System of Higher Education (NSHE), called attention to the recent successes within NSHE, such as:

- The fifteenth anniversary of the Nevada State College (NSC);
- The fundraising collaboration between NSC and the College of Southern Nevada for the new health and science building;
- The \$2.7 million United States Department of Education’s Hispanic-Serving Institutions Title V Program grant awarded to NSC; and
- NSC’s general workforce development and focus on training teachers and nurses.

Regent Lieberman concluded by stating these efforts have been well recognized by alumni, donors, faculty, staff, and students.

Chair Joiner acknowledged Cathy McAdoo, Board of Regents, NSHE, attending the meeting from Elko.

Chair Joiner called attention to written comments submitted by Kent M. Ervin, Ph.D., Legislative Liaison, Nevada Faculty Alliance, prior to the meeting ([Agenda Item II](#)).

AGENDA ITEM III—PRESENTATION ON THE WORKFORCE DEVELOPMENT GOALS AND EFFORTS FOR THE STATE OF NEVADA INCLUDING THE ROLE OF THE NEVADA SYSTEM OF HIGHER EDUCATION

Manny Lamarre, Executive Director, Office of Workforce Innovation (OWINN), Office of the Governor, provided a presentation ([Agenda Item III](#)) regarding:

- An overview of OWINN;
- Current and future roles of NSHE;

- OWINN’s strategic priorities for 2018–2019; and
- Partnerships with NSHE.

Mr. Lamarre noted there is a gap of roughly 28,000 workers in middle skills jobs in the state. Middle skills jobs require more than a high school education but less than a four-year degree.

Assemblyman Edwards questioned what Nevada is doing to fill the need for middle skills workers.

Mr. Lamarre responded that NSHE is: (1) providing outreach at schools to eliminate the negative perception associated with not attending a four-year college; (2) presenting data to students and parents educating them that middle skills jobs also pay well; and (3) working with partners to articulate information. He stated community colleges play a vital role in addressing the gap in middle skills jobs.

Discussion ensued between Assemblywoman Swank and Mr. Lamarre regarding: (1) the differences of internship programs compared to registered apprenticeship programs; and (2) student perception of relevant work experience.

Ms. Contreras-Martinez wondered why the number of high school apprentices listed on slide 7 was zero.

Mr. Lamarre explained that the number was zero because the apprenticeship program had only recently been moved, during the 2017 Legislative Session, from the Office of Labor Commissioner, Department of Business and Industry, to OWINN. Further, he stated the information was added to the presentation in hopes of garnering support for a high school or youth apprenticeship program serving students who are under 18 years of age. He added OWINN is working with employers and partners to identify barriers for these programs, and one may be liability insurance.

Calling attention to the graph on slide 12, provided by the Office of Economic Development, Office of the Governor (GOED), Dr. Sanders inquired about the data time frame and the definition of “assisted jobs.”

Mr. Lamarre shared the graph provided by GOED used data from 2016–2017. He offered to work with GOED to acquire updated information.

Derek Armstrong, Deputy Director, GOED, shared the term “assisted jobs” implied a company or job that went through GOED, was incentivized by GOED, or was incentivized by one of GOED’s regional agency development partners.

Discussion ensued between Dr. Sanders and Mr. Lamarre regarding the definition of “labor force participation rate” and why it has declined.

Chair Joiner asked whether OWINN had discussed any legislation, necessary changes, recommendations, or unmet needs with NSHE.

Mr. Lamarre affirmed the conversation regarding changes, needs, or recommendations is currently ongoing and active.

AGENDA ITEM IV—PRESENTATION ON THE ECONOMIC DEVELOPMENT GOALS AND EFFORTS FOR THE STATE OF NEVADA INCLUDING THE ROLE OF THE NEVADA SYSTEM OF HIGHER EDUCATION

Derek Armstrong, previously identified, gave a presentation on using data to align economic and workforce development ([Agenda Item IV A-1](#)). He explained GOED uses the following five data sets to identify high demand occupations:

1. Brookings STEM score;
2. Burning glass technologies;
3. Department of Employment, Training, and Rehabilitation (DETR) occupational employment projections;
4. Job openings; and
5. Target sector approach.

Mr. Armstrong provided a handout further explaining why each data set was chosen ([Agenda Item IV A-2](#)).

Mr. Armstrong shared that a new workforce program coordinator had been recently hired to work with other industries and match workforce innovations with NSHE institutions and employers. He added that when companies approach GOED with opportunities, GOED works with NSHE to provide value to those companies in projects such as transportation issues or research and development.

In closing, Mr. Armstrong provided the *Nevada Knowledge Fund Annual Report 2017* ([Agenda Item IV A-3](#)), which included information on supported projects and detailed progress descriptions.

Discussion ensued between Chair Joiner and Mr. Armstrong regarding Nevada jobs above or below national average within the top 20 high-demand occupation groups. Mr. Armstrong shared GOED is trying to: (1) figure out how to diversify the state; (2) target high-income jobs; and (3) find where those industries are located.

Senator Kieckhefer asked whether there is any plan to update or evaluate the seven broad industrial sectors—listed on page 4 of the presentation ([Agenda Item IV A-1](#))—identified by the Brookings Institution and SRI International that were later developed into the strategic plan, *Moving Nevada Forward: A Plan for Excellence in Economic Development*, following the 2011 Legislative Session.

Mr. Armstrong stated GOED is in the process of working with several national organizations to update the plan in 2018.

Assemblywoman Swank asked about the Workforce Innovations for a New Nevada (WINN) Fund and whether workplace opportunities or apprenticeships are available for persons who have graduate degrees or if the WINN Fund only focusses on opportunities for persons with undergraduate degrees.

Mr. Armstrong offered to research and provide the requested information.

AGENDA ITEM V—OVERVIEW OF THE HEALTH WORKFORCE SUPPLY IN NEVADA

Mary Tabor Griswold, Ph.D., Health Services Research Analyst, Office of Statewide Initiatives, University of Nevada, Reno (UNR), provided an overview of the health workforce supply in Nevada ([Agenda Item V A-1](#)). She called attention to the *Health Care Careers in Nevada 2018–2019* data book ([Agenda Item V A-2](#)) and the 2017 edition of the *Health Workforce Supply in Nevada* medical health policy report from UNR ([Agenda Item V A-3](#)).

In response to Chair Joiner’s question regarding the chart on slide 10 of the presentation ([Agenda Item V A-1](#)) showing that Nevada is ranked 51st in the number of advanced practice registered nurses (APRNs), Dr. Griswold shared that because the rest of the country is quickly recruiting APRNs, the number has declined in Nevada.

Discussion ensued between Assemblyman Edwards and Dr. Griswold regarding educational pipeline programs and career path courses possibly offered at high schools.

Vice Chair Denis questioned what other states are doing differently to retain or attract people to the workforce.

Dr. Griswold pointed out that higher salaries are the economic proxy for demand. She stated transition years and internships are important in preparing people for entry to the workforce.

Senator Kieckhefer called attention to the substantial investment in graduate medical education programs in 2015 and 2017 and questioned when that would create an increase in the medical workforce.

Dr. Griswold stated that is the type of information that is sought within the graduate medical education survey. She shared the “40/60/80” percentages model of graduates and informed the members that though it appears the state does not retain graduates, students leave for training in other states and then return. Dr. Griswold predicted that once a medical school is established and running in Las Vegas, there should be an increase in the medical workforce.

AGENDA ITEM VI—OVERVIEW OF THE NEVADA SYSTEM OF HIGHER EDUCATION PROGRAMS ALIGNED WITH ECONOMIC DEVELOPMENT AND WORKFORCE DEVELOPMENT GOALS

Frank R. Woodbeck, Executive Director for Workforce Development, NSHE, provided a general overview of NSHE programs aligned with economic and workforce development goals. He shared that the Board of Regents, NSHE, adopted strategic planning goals in 2018, which included: (1) increasing participation in higher education; (2) increasing student success; and (3) collaboratively addressing the challenges of the workforce and industry education needs of Nevada.

Mr. Woodbeck disclosed NSHE is launching the Chancellor’s Workforce Advisory Group, comprised of ten leaders: (1) DETR; (2) Economic Development Authority of Western Nevada; (3) GOED; (4) Las Vegas Global Economic Alliance; (5) Nevadaworks; (6) Northeastern Nevada Regional Development Authority; (7) Northern Nevada Development Authority; (8) OWINN; (9) representatives from organized labor; and (10) Workforce Connections.

Mr. Woodbeck stated these institutions will provide industry intelligence and guidance regarding current and future workforce demands at all levels within the state’s targeted industry sectors and present the Chancellor with vital information for institutions to use in making program decisions and modifications.

Further, Mr. Woodbeck said the Advisory Group would be a foundation for developing regional subgroups that would focus on the creation of programs at the institutions, making sure they are aligned with workforce needs of the state or region and focusing on the 11 in-demand occupation categories for Nevada.

In closing, Mr. Woodbeck announced NSHE recognizes that Nevada workforce demands cannot be adequately fulfilled with only young students. He said NSHE will also be identifying adult clients who have a high school diploma but no postsecondary education and have a willingness to successfully complete short-term certification programs that will provide them with an entry-level career opportunity in one of the targeted industry sectors.

Lawrence Buja, Ph.D., Vice President of Research, Desert Research Institute (DRI), provided an overview of economic and workforce development initiatives and recent impacts ([Agenda Item VI A](#)). Dr. Buja noted that DRI is recruiting high quality doctors of medicine and doctors of philosophy to northern Nevada to perform cutting edge biomedical research at the Renown Institute for Health Innovation, and it will continue to strive to improve the research infrastructure around the biomedical and pharmaceutical industries.

Bret Murphy, M.Ed., Dean of Business and Technology, Great Basin College (GBC), gave an overview of programs and scholarships available at GBC ([Agenda Item VI B](#)). He said the challenges of implementing the career and technical education (CTE) program include: (1) attracting and retaining qualified teachers; (2) expanding, repairing, and replacing facilities; and (3) funding for technical equipment.

Assemblyman Edwards inquired about which CTE programs GBC is seeking to implement and an estimated cost of doing so.

Mr. Murphy shared that GBC is in need of: (1) assistance in the health sciences area; (2) faculty and program operating funds; and (3) replacing the welding lab entirely, rather than refurbishing it. He added GBC ran out of the U.S. Department of Labor's Trade Adjustment Assistance Community College and Career Training (TAACCCT) Grant Program funding in March 2018. He explained welders, equipment, and space were all included in the \$8 million GBC is seeking in the budget for the next biennium for the welding building.

Chair Joiner called attention to the number of people who apply for health-related fields, which exceeds the capacity, versus the number of people GBC accepts. She questioned whether the same was also true of CTE classes at GBC.

Mr. Murphy shared that GBC is close to capacity but not full. He stated that due to the TAACCCT grant and donations from the mining industry, GBC has been able to keep up with capacity. He again stressed the importance of adding capacity to the welding building by expanding and remodeling.

Discussion ensued between Dr. Sanders and Mr. Murphy regarding expanding the maintenance training cooperative to other topic areas at GBC.

Dr. Sanders questioned the barriers to attracting or maintaining faculty for various programs.

Mr. Murphy shared salary, benefits, and location are some of the barriers; however, salary is the largest barrier.

James R. McCoy, Associate Vice President, Academic Affairs, College of Southern Nevada (CSN), provided an overview of program alignment with Nevada workforce goals ([Agenda Item VI C](#)). He highlighted CSN's top three programs: (1) nursing; (2) computing and information technology; and (3) hospitality management.

He said the challenges with the nursing program are: (1) competitive faculty salaries; (2) recruiting qualified faculty; and (3) student placement in clinical sites. The requisites for expanding the nursing program include additional: (1) clinical sites for students; (2) funding for faculty; and (3) support staff.

Mr. McCoy stated the challenges with the computing and information technology program include:

- Competitive salaries for full-time faculty;
- Continual professional development for faculty;
- Limited pool of local faculty; and
- Student retention to graduation.

He said to expand the computing and information technology program, CSN needs: (1) dedicated network lab space at multiple campuses; (2) funding for additional faculty and professional development for faculty; and (3) technician support for cybersecurity and networking labs.

Finally, Mr. McCoy shared that for the hospitality management program, there is limited funding for emerging technologies in the field as well as marketing and student recruitment. To expand the hospitality management program, CSN needs additional funding for program recruitment and marketing and additional space for a hotel lab and kitchen expansion.

Discussion ensued between Dr. Sanders and Mr. McCoy regarding financial aid and noncredit programming.

Assemblywoman Swank shared there is difficulty finding workers in social sciences and questioned whether there were any technical job opportunities for people with degrees in social sciences.

Mr. McCoy stated CSN asks the same type of questions during its academic master planning. He stressed: (1) the importance of hands-on learning at the two-year level; (2) program articulation; and (3) ensuring all-transferable degrees are included in program alignment.

Discussion ensued between Vice Chair Denis and Mr. McCoy regarding challenges in implementing dual-credit classes in high school.

Mr. McCoy explained:

- A request has been made by CSN to complete an audit of every Clark County School District teacher's credentials with the intent of trying to find out how to get dual enrollment earlier.
- CSN is currently piloting a model in which a single point of access to a master's-prepared math faculty member is provided through Nevada Virtual Academy.
- Each publically funded institution needs to create its own criteria by which it will credit faculty to ensure that the rigor, quality, and level of college curriculum is met.

- If a school has a group of students that need dual enrollment opportunity and access, but it does not have a master's paired educator in the requested discipline, CSN will send a teacher out to deliver the curriculum.
- The National Alliance of Concurrent Enrollment Partnerships is a possible resource and solution to Nevada's dual enrollment problems, as it is a national organization that is the sole credit agency for all dual and concurrent enrollment.

Georgia White, Ph.D., Director, Career and Technical Education, Western Nevada College (WNC), stated WNC uses, relies on, and is appreciative of the collaboration between GOED, DETR, and OWINN in providing data, resources, and explanations to help move programs forward. She stated WNC hopes to prepare students for emerging industries in addition to current industries. Dr. White then gave an overview of the top industry-driven programs provided at WNC ([Agenda Item VI D](#)).

Dr. White shared that the challenges with the nursing and allied health program are: (1) lack of clinical space at area hospitals and health care facilities; (2) meeting the demand of growing industry; and (3) recruitment and retention of qualified full- and part-time faculty.

Dr. White stated that to enhance and expand the nursing and allied health program, WNC needs:

- Additional support staff;
- Expansion of laboratory and classroom space;
- Funding for additional qualified faculty; and
- Weighted funding for associate of applied science nursing offerings.

Dr. White shared the challenges with the manufacturing program are:

- Funding for teaching assistants;
- Lack of sufficient space across campuses;
- Ongoing funding;
- Recruitment and retention of faculty; and
- Student work schedules.

To enhance and expand the manufacturing program, Dr. White said WNC needs: (1) additional support staff; (2) expansion of CTE labs and classroom space; (3) funding for additional qualified faculty; and (4) weighted funding for applied industrial technology.

Dr. White stated the challenges with the computer information technology program are: (1) access to labs and courses college wide; (2) funding for teaching assistants; (3) recruitment and retention of faculty; and (4) student work schedules.

In closing, Dr. White stated that to enhance and expand the computer information technology program, WNC needs: (1) additional support staff; (2) expansion of CTE labs and classroom space; and (3) funding for additional qualified faculty and sustainable programs.

Karin Hilgersom, Ph.D., President, Truckee Meadows Community College (TMCC), disclosed TMCC has over 80 programs and certificates. She noted TMCC, a midsize community college, serves about 22,000 students a year with 10,000 of those students in credit programs. The three programs that Dr. Hilgersom discussed were health care, advanced manufacturing, and logistics management.

Dr. Hilgersom mentioned the following challenges or needs facing TMCC: (1) there is no state funding for summer school; (2) abatements for Tesla went to K–12 education rather than community colleges, despite the massive increase in enrollment related to those tax incentives; (3) recruiting and retaining qualified faculty; (4) limited clinical spots are going to private college students; and (5) funding for mass media marketing (television, social media, et cetera) to increase awareness of training and careers with potential students between 10 and 35 years of age.

Dr. Hilgersom gave an overview of TMCC programs aligned with Nevada’s economic and workforce development goals ([Agenda Item VI E](#)).

She stated TMCC:

- Encourages paid internships in addition to the apprenticeship model;
- Helps students who have graduated but need help with resumés and venturing into the workforce; and
- Hosts career fairs.

Further, Dr. Hilgersom stated that the career center will allow TMCC to collect data related to job placement through a student’s 10-year journey after graduating.

Bart Patterson, President, NSC, provided an overview of workforce and economic development ([Agenda Item VI F](#)). He stated NSC is committed to helping Nevada grow in teachers and speech pathologists by: (1) providing additional space for school of education programs; (2) funding proposed degree programs; and (3) expanding Teacher Academy programming. He added that the 2017 Legislature provided funding for a new education building, and NSC estimates it will fill up the new building within five years of completion purely with education-related needs.

Mr. Patterson stated the challenges with the nursing program are: (1) clinical capacity; (2) clinical site placements; and (3) recruitment of qualified nursing educators.

To expand and enhance the nursing program, Mr. Patterson said NSC needs:

- Consideration of change to state regulation that limits the faculty-to-student ratio to 1:8 for clinical rotations; and
- Salaries should be competitive with clinical practice.

Finally, Mr. Patterson said funding and start-up costs are necessary for proposed degree programs, including an informatics degree with three academic tracks to mirror the highest demands in the workforce: bioinformatics, health informatics, and business informatics.

Rainier Spencer, Ph.D., Vice Provost for Academic Programs, University of Nevada, Las Vegas (UNLV), provided an overview of three programs at UNLV: software development, nursing, and mechanical engineering ([Agenda Item VI G](#)).

Dr. Spencer shared the challenges of the software development program:

- Faculty and laboratory space;
- Graduate teaching assistantship positions;
- Insufficient faculty; and
- Rapid enrollment growth.

To enhance and expand the software development program, Dr. Spencer stated UNLV should: (1) increase lab space and professional offices for high-demand areas; (2) offer courses in high-demand areas; and (3) recruit and retain qualified faculty to support high-demand areas.

Dr. Spencer echoed Mr. Patterson's concern about the state law requiring a 1:8 faculty-to-student ratio in clinical rotations, and he stated other challenges with the nursing program include: (1) clinical placements in specialty areas such as pediatrics, labor and delivery, and psychiatric care are limited; and (2) lack of capacity to meet the growing demand.

To enhance the nursing program, Dr. Spencer said UNLV needs:

- A registered nurse to bachelor of science in nursing or master of science in nursing completion program;
- Accelerated program for students with bachelor of arts or bachelor of science degrees;
- To cultivate new clinical partnerships;

- To increase annual enrollments; and
- To increase instructional capacity.

Dr. Spencer stated the challenges with the mechanical engineering program include: (1) enrollment growth; (2) lab space management; (3) research administrative processes; and (4) undergraduate progressions.

To enhance the mechanical engineering program, Dr. Spencer shared UNLV should: (1) acquire more lab space; (2) eliminate outdated requirements; (3) increase admission requirements; and (4) offer a bachelor of science in aerospace engineering and bioengineering.

Kevin R. Carman, Ph.D., Professor, Executive Vice President and Provost, UNR, provided a handout ([Agenda Item VI H](#)), which offers a detailed description of the challenges and necessities of UNR programs. He mentioned the new Physician's Assistant Studies program had over 800 applicants for the limited slots.

Chair Joiner commended UNR for the addition of the much needed degree program.

Discussion ensued between Assemblywoman Swank and Dr. Carman regarding graduate apprenticeship programs.

AGENDA ITEM VII—PUBLIC COMMENT

Deni French, Carson City resident, thanked the members and presenters.

AGENDA ITEM VIII—ADJOURNMENT

There being no further business to come before the Committee, the meeting was adjourned at 2:24 p.m.

Respectfully submitted,

Maria de la Luz Aguayo
Senior Research Secretary

Jennifer Ruedy
Senior Principal Policy Analyst

APPROVED BY:

Assembly Member Amber Joiner, Chair

Date: _____

MEETING MATERIALS

AGENDA ITEM	WITNESS/ENTITY	DESCRIPTION
<u>Agenda Item II</u>	Kent M. Ervin, Ph.D., Legislative Liaison, Nevada Faculty Alliance	Written comments
<u>Agenda Item III</u>	Manny Lamarre, Executive Director, Office of Workforce Innovation, Office of the Governor	Presentation
<u>Agenda Item IV A-1</u>	Derek Armstrong, Deputy Director, Office of Economic Development, Office of the Governor (GOED)	Microsoft PowerPoint Presentation
<u>Agenda Item IV A-2</u>	Derek Armstrong, Deputy Director, GOED	Document regarding high-demand occupation analysis
<u>Agenda Item IV A-3</u>	Derek Armstrong, Deputy Director, GOED	<i>Nevada Knowledge Fund Annual Report 2017</i>
<u>Agenda Item V A-1</u>	Mary Tabor Griswold, Ph.D., Health Services Research Analyst, Office of Statewide Initiatives, University of Nevada, Reno (UNR)	Microsoft PowerPoint Presentation
<u>Agenda Item V A-2</u>	Mary Tabor Griswold, Ph.D., Health Services Research Analyst, Office of Statewide Initiatives, UNR	<i>Health Care Careers in Nevada</i>
<u>Agenda Item V A-3</u>	Mary Tabor Griswold, Ph.D., Health Services Research Analyst, Office of Statewide Initiatives, UNR	<i>Health Workforce Supply in Nevada</i>
<u>Agenda Item VI A</u>	Lawrence Buja, Ph.D., Vice President of Research, Desert Research Institute	Presentation
<u>Agenda Item VI B</u>	Bret Murphy, Dean of Business and Technology, Great Basin College	Microsoft PowerPoint Presentation
<u>Agenda Item VI C</u>	James R. McCoy, Associate Vice President, Academic Affairs, College of Southern Nevada	Microsoft PowerPoint Presentation
<u>Agenda Item VI D</u>	Georgia White, Ph.D., Director, Career and Technical Education, Western Nevada College	Microsoft PowerPoint Presentation
<u>Agenda Item VI E</u>	Karin Hilgersom, Ph.D., Truckee Meadows Community College	Microsoft PowerPoint Presentation
<u>Agenda Item VI F</u>	Bart Patterson, President, Nevada State College	Microsoft PowerPoint Presentation
<u>Agenda Item VI G</u>	Rainer Spencer, Ph.D., Vice Provost for Academic Programs, University of Nevada, Las Vegas	Microsoft PowerPoint Presentation
<u>Agenda Item VI H</u>	Kevin R. Carman, Ph.D., Professor, Executive Vice President and Provost, UNR	Document regarding UNR programs

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