

University and Community College System of Nevada

Procedures and Guidelines

The procedures and guidelines found in this document have been compiled from the Board of Regents' *Handbook*, Chancellor's memoranda, and other sources not previously codified.

In general, provisions found in the Procedures and Guidelines Manual are under the general jurisdiction of the Chancellor's

**UNIVERSITY AND COMMUNITY COLLEGE SYSTEM OF NEVADA
PROCEDURES AND GUIDELINES MANUAL**

CHAPTER 1

For ease in reference, the following sections correspond directly with the respective chapter and section of Board policy codified in the Handbook.

Section 9. Campus Development

Standardized plaques shall be placed on University and Community College System of Nevada buildings as follows:

SAMPLE

Letter Size

Name	<u>(NAME OF BUILDING)</u>	2"
Institution	<u>(INSTITUTION)</u> 20xx	2" 2"
Message	THIS FACILITY MADE POSSIBLE THROUGH THE GENEROSITY OF _____	3/4" 3/4"
	BOARD OF REGENTS 20xx-xx	1"
	Name of Regent Name of Regent	1"
	Name of Regent Name of Regent	1"
	Name of Regent Name of Regent	1"
	Name of Regent Name of Regent	1"
	Name of Regent Name of Regent	1"
	Name of Regent	1"
Chancellor(s)	_____ - CHANCELLOR	1"
President(s)	_____ - PRESIDENT	1"
SPWB	NEVADA STATE PUBLIC WORKS BOARD	3/4"
Design Consultant	<u>(ARCHITECTS)</u>	3/4"
Governor(s)	_____ Governor, State of Nevada	

(B/R 6/85)

Sections 10-13.

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Section 14. Distinguished Nevadan and Honorary Degree Nominations

1. Distinguished Nevadans

- a. Nominations for the award of Distinguished Nevadan will be made by the Board of Regents. Nominations must be received by the Chief Administrative Officer of the Board no later than December 31 of each academic year. The Board of Regents shall make the award on or before March 31 of each academic year. (B/R 3/03)
- b. The purpose of the awards is to recognize prominent individuals who are present or former residents of the state for their significant achievements contributing to the cultural, economic, scientific, or social advancement of Nevada and its people; or for exceptional service to the state or nation that has influenced constructively the well-being of humankind. Persons currently holding public elective office shall not be eligible to be nominated for Distinguished Nevadan, except that the Board of Regents reserves the right to waive this limitation at its own discretion in extraordinary circumstances. (B/R 3/03)
- c. No more than five persons per year shall be given the award of Distinguished Nevadan by the Board of Regents (one north, one south, one rural, two at large). These awards shall normally be given at spring commencement exercises. (B/R 3/03)

2. Honorary Doctorates

- a. Nominations for Honorary Doctorates shall be made to the Board of Regents by the Presidents of the University of Nevada, Las Vegas and the University of Nevada, Reno. (B/R 1/87)
- b. Honorary Doctorates may, at the discretion of the university presidents and with the approval of the Board of Regents, be conferred at any time during the year at an appropriate ceremony. Normally, no more than two honorary doctorates will be conferred at each university's commencement ceremony. (B/R 3/03)
- c. Honorary Doctorates shall be awarded to persons who have made significant contributions to the improvement of the quality of academic programs and academic life at each university, or to distinguished visitors. Persons currently holding public elective office shall not be eligible to be nominated for an Honorary Doctorate, except that the Board of Regents reserves the right to waive this limitation at its own discretion in extraordinary circumstances. (B/R 10/98)

3. Honorary Baccalaureate Degrees

- b. Exclusive of a yearly commencement speaker for each college, normally no more than two persons per year for each college shall be awarded Honorary Baccalaureate Degrees by the Board of Regents.
- c. Honorary Baccalaureate Degrees shall be awarded to persons who have made significant contributions to the improvement of the quality of academic programs and academic life at each college, or to distinguished visitors. Persons currently holding public elective office shall not be eligible to be nominated for an Honorary Baccalaureate Degree, except that the Board of Regents reserves the right to waive this limitation at its own discretion in extraordinary circumstances.

(B/R 3/03)

4. Honorary Associate Degrees

6. Educational Background *(Attach additional material if necessary.)*

7. Reasons for Nomination *(Please include outstanding accomplishments, achievements, and contributions to Nevada and its people. Please be specific and provide considerable detail. You may attach additional pages if necessary.):*

8. Other UCCSN Awards *(Please list other awards this individual has received.)*

Nomination for Honorary Degree

1. Degree to be Awarded:

___ Honorary Doctorate ___ Honorary Baccalaureate ___ Honorary Associate

2. Please state the name and address of your nominee for an Honorary Degree.

3. Honorary degrees

Section 15 – 19. Board of Regents' Scholar Award; Nevada Regents' Award for Creative Activities; Nevada Regents' Researcher Award; Nevada Regents' Teaching

- d. Names, addresses, and phone numbers of up to 5 persons outside of the UCCSN whom the Selection Committee can contact about the candidate's creative achievements.
- § Number of Copies:
For each nomination submitted by an institution, two copies of the letter of nomination, the curriculum vitae, and the supplementary items are required. This allows reviewers in Reno and Las Vegas to access all materials in both locations.

2. REGENTS' RESEARCHER AWARD

- J Committee recommends 1 recipient to Regents' Academic, Research, and Student Affairs Committee: February
- Amount of Award: \$5,000
- Composition of UCCSN Selection Committee:
 - J Vice Chancellor for Academic & Student Affairs (non-voting chair)
 - J Research Affairs Council members: UNLV, UNR, DRI
 - J 1 Faculty researcher from each: UNLV, UNR, DRI

CRITERIA FOR RESEARCHER AWARD:

- § Maximum Number of Nominees Per UCCSN Institution:
Three per year.
- § Length of Service:
By the date of nomination, the candidate must have a cumulative 5 years of service in the UCCSN from his or her original, official start date.
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- c. No more than 3 reviews, adjudications, or testimonials conferred by persons who audited the original work.
- d. No more than 3 letters of support from persons knowledgeable of the nominee's qualifications.
- e. Names, addresses, and phone numbers of up to 5 persons outside of the UCCSN whom the Selection Committee can contact about the candidate's research achievements.

§ Number of Copies:

For each nomination submitted by an institution, two copies of the letter of nomination, the curriculum vitae, and the supplementary items are required. This allows reviewers in Reno and Las Vegas to access all materials in both locations.

3. REGENTS' TEACHING AWARD

The Nevada Regents' Teaching Award is given annually to faculty members with distinguished records of teaching. Two awards are granted annually. Full-time faculty who provide instruction as their primary assignment at UNLV, UNR, or NSCH – and DRI faculty who provide instruction as part of their regular assignment – are eligible for one award. Full-time faculty at CCSN, GBC, TMCC, and WNCC who provide instruction as their primary assignment will be eligible for one award. Although these awards are intended for individuals, groups who by their collaboration have made outstanding instructional contributions may be recognized as well.

PROCESS:

- Call for Nominations:
Notification is sent annually by the Chancellor's Office to each UCCSN campus to begin the nomination process: Late August/early September
- Nominations:
No more than three nominations are forwarded by each institution to the Vice Chancellor for Academic & Student Affairs. Each nomination must contain, and is limited to, the following:
 - J Formal letter of nomination from a UCCSN employee or student, using the guidelines noted under "Criteria" below
 - J Curriculum vitae
 - J Supplementary materials as specified under "Criteria" below

NOTE: Each nomination submitted to the Chancellor's Office must contain 2 copies of the nomination letter, vitae, and supplementary items.

- Deadline for Nominations:
The deadline for nominations to be received by the Chancellor's Office is approximately Nov. 30 of each year. The exact deadline will be provided to the institutions by the Vice ceive by the 009 T

- J Vice Chancellor arranges committee phone conference to select recipient: late January
- J Committee recommends 1 recipient to Regents' Academic, Research, and Student Affairs Committee: February
- Amount of Award: \$5,000
- Composition of UCCSN Selection Committee (University/DRI/State College award):
 - J Vice Chancellor for Academic & Student Affairs (non-voting chair)
 - J 1 Academic VP or designee from each: UNLV, UNR, DRI, NSCH
 - J 1 UCCSN faculty member appointed by Council of Senate Chairs
 - J 1 Student body president or designee from each: UNLV, UNR, NSCH
- Composition of UCCSN Selection Committee (Community College award)
 - J Vice Chancellor for Academic & Student Affairs (non-voting chair)
 - J 1 Academic VP or designee from each: CCSN, GBC, TMCC, WNCC
 - J 1 Community college faculty member appointed by Council of Senate Chairs
 - J 1 Student body president or designee from each: CCSN, GBC, TMCC, WNCC

CRITERIA FOR TEACHING AWARD:

- § Maximum Number of Nominees Per UCCSN Institution:
Three per year.
- § Length of Service:
By the date of nomination, the candidate must have a cumulative 5 years of service in the UCCSN from his or her original, official start date.
- § Letter of Nomination

§ Supplementary Materials:

Each nomination must contain the following additional information:

- a. No more than 3 recent self-evaluations and/or evaluations by the candidate's supervisor or dean.
- b. A summary of student teaching evaluations for no more than 3 classes.
- c. No more than 3 examples (reprints or copies) of significant works that the candidate feels are representative of his or her teaching accomplishments. Examples include, but are not limited to, course outlines/syllabi, samples of course handouts, exercises the candidate has developed, distance education materials, videotapes developed by the candidate, and samples of exams.
- d. No more than 3 letters of support from persons knowledgeable of the nominee's qualifications.
- e. Names and addresses of up to 5 persons, including students, whom the Selection Committee may contact regarding the candidate's effectiveness, achievements, or abilities as a teacher.

§ Number of Copies:

For each nomination submitted by an institution, two copies of the letter of nomination, the curriculum vitae, and the supplementary items are required. This allows reviewers in Reno and Las Vegas to access all materials in both locations.

- Nominations:
Formal nominations are forwarded to the person or office specified in the institutional procedures and must contain the following:
 - J UCCSN Nomination Form (*see appendix to this Chancellor's Memorandum*)
 - J Formal letter of nomination from a UCCSN employee or student
 - J Any specific criteria or materials determined by the institution

- Deadline for Nominations:
The deadline is set by each UCCSN institution. Typically, the on-campus deadline is approximately November 1. Recommendations from the institution for this award must be forwarded to the Vice Chancellor for Academic and Students Affairs no later than the end of January.

- Selection Process (University award):
 - J Each institution publishes a call for nominations: September/October
 - J Each institution establishes a selection committee: October
 - J The selection committee reviews nominations and recommends 1 undergraduate advisor recipient and 1 graduate advisor recipient per institution to the president or designee.
 - J The president forwards the institution's recipients to the Vice Chancellor for Academic & Student Affairs: end of January
 - J The Vice Chancellor forwards the institutions' nominations to the Regents' Academic, Research, and Student Affairs Committee for final approval: February

- Selection Process (Community College & State College awards):
 - J Each institution publishes a call for nominations: September/October
 - J Each institution establishes a selection committee: October
 - J The selection committee reviews nominations and recommends 1 undergraduate advisor recipient per institution to the president or designee.
 - J The president forwards the institution's recipient to the Vice Chancellor for Academic & Student Affairs: end of January
 - J The Vice Chancellor forwards the institutions' nominations to the Regents' Academic, Research, and Student Affairs Committee for final approval: February

- Composition of Institutional Selection Committee:
The size and composition of the selection committee is determined by each institution but should minimally be composed of faculty, students, and administrative staff familiar with advising.

- Amount of Award:
 - \$5,000 per recipient for university award
 - \$2,500 per recipient for state college award
 - \$2,500 per recipient for community college award

CRITERIA FOR ADVISING AWARD:

Each UCCSN institution sets its own procedures and criteria for the Nevada Regents' Academic Advising Award. The institutional procedures should address the composition of the selection committee, the length of service required for nominees, what the letter of nomination should contain, the degree and quantity of supplementary materials to be submitted, the number of letters of support permitted, and whether interviews with finalists will be conducted. The criteria

and supplementary materials specified by each institution should be in keeping with the overall intent of the award, which is to honor employees with demonstrable records of distinguished student advisement.

5. REGENTS' SCHOLAR AWARD

The Nevada Regents' Scholar Award is given annually to an undergraduate student from each university, state college, and community college and to a graduate student at each of the universities within the University and Community College System of Nevada. The awards are given as follows:

Community colleges – one student each year.

State college – one student each year.

Universities – one undergraduate and one graduate student each year.

Awards are to be based upon distinguished academic accomplishments, leadership ability, and service contributions while a registered student, as well as for the recipient's potential for continued success.

PROCESS:

- Call for Nominations:
Notification is sent annually by the Chancellor's Office to each UCCSN institution to begin the nomination process: early September. **Each institution sets its own procedures for seeking nominations from within the campus. The procedures must specify a selection process, materials to be submitted, and the criteria against which nominations will be evaluated.**
- Nominations:
Formal nominations are forwarded to the person or office specified in the institutional procedures and must contain the following:
 - J UCCSN Nomination Form (*see appendix to this Chancellor's Memorandum*)
 - J Formal letter of nomination from a UCCSN employee or student
 - J Any specific criteria or materials determined by the campus
- Deadline for Nominations:
The deadline is set by each UCCSN institution. Typically, the on-campus deadline is approximately November 1. Recommendations from the institution for this award must be forwarded to the Vice Chancellor for Academic and Students Affairs no later than the end of January.
- Selection Process

- J The Vice Chancellor forwards the institutions' nominations to the Regents' Academic, Research, and Student Affairs Committee for final approval: February
- Selection Process (Community College & State College awards):
 - J Each institution publishes a call for nominations: September/October
 - J Each institution establishes a selection committee: October
 - J The selection committee reviews nominations and recommends 1 undergraduate student recipient per institution to the president or designee
 - J The president forwards the institution's recipient to the Vice Chancellor for Academic & Student Affairs: end of January
 - J The Vice Chancellor forwards the institutions' nominations to the Regents' Academic, Research, and Student Affairs Committee for final approval: February
- Composition of Institutional Selection Committee:
The size and composition of the selection committee is determined by each institution but should minimally be composed of faculty, student services administrative staff, and students.
- Amount of Award:
 - \$5,000 per recipient for university award
 - \$5,000 per recipient for state college award
 - \$5,000 per recipient for community college award

CRITERIA FOR SCHOLAR AWARD:

- § Eligibility:
- a. Nominees must be currently enrolled in no fewer than 9 undergraduate credits or 6 graduate credits in the semester in which they are nominated.
 - b. Community college nominees must have completed no fewer than 30 credit hours at the community college level prior to the semester in which they are nominated.
 - c. State college nominees must have completed no fewer than 45 credit hours at the state college level prior to the semester in which they are nominated.
 - d. University undergraduate student nominees must have completed a minimum of 62 total credit hours within UCCSN institutions prior to the semester in which they are nominated. University graduate student nominees must have been accepted to graduate standing prior to the semester in which they are nominated.
 - e. Leadership and service accomplishments must have occurred while the nominee is a registered UCCSN student.
 - f. Nominations must be submitted by an academic or administrative faculty member.
- § Selection Process:
Each UCCSN institution sets its own procedures and may set additional criteria for the Nevada Regents' Scholar Award. The institutional procedures should address the composition of the selection committee; appropriate weights to be given to the nominees' academic, leadership and service contributions; what the letter of nomination

should contain to demonstrate the nominees' academic and leadership abilities; the degree and quantity of supplementary materials to be submitted; the number of letters of support permitted; and whether interviews with finalists will be conducted. The criteria and supplementary materials specified by each institution should be in keeping with the overall intent of the award, which is to honor students with distinguished academic accomplishments, on- and off-campus leadership and service contributions, and potential for continued success.

6. REGENTS' AWARDS COST-SHARING PER INSTITUTION FOR CASH STIPENDS

Each UCCSN campus shares the costs of funding the Regents' Awards – with the exception of the Scholar Award, which is funded 100% by System Administration (Regents Account), and the Advisor Award, which is funded 50% by System Administration (Regents Account). Per the cost-sharing table below, each campus provides a check for the institution's share of the awards to the attention of Terry Cabauatan at the System Administration office in Reno no later than the last business day of March each year. The check should be made payable to Board of Regents. NOTE: The institutions *do not* produce award checks for individual recipients.

The chart is effective as of the 2002-2003 academic year, but cost-sharing amounts will be revised in the future as Nevada State College begins participating in the awards.

Award	CCSN	GBC	TMCC	WNCC	NSCH*	UNLV**	UNR**	DRI**
Teaching (univ./state college/DRI)						\$5,000	\$0	\$0
Teaching (community college)	\$1,250	\$1,250	\$1,250	\$1,250				
Researcher						\$0	\$0	\$5,000
Creative Activity						\$0	\$5,000	
Academic Advisor ¹	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250*	\$5,000	\$5,000	
Scholar ²	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
TOTAL	\$2,500	\$2,500	\$2,500	\$2,500	\$1,250*	\$10,000	\$10,000	\$5,000

¹One-half of each Advisor Award stipend is funded by the institution and one-half by System Administration – Regents Account (NOTE: two awards are given per university campus).

²Scholar Award stipends are fully funded by System Administration – Regents Account.

* Nevada State College will not be assessed until the year in which the institution begins participating in the Regents Awards.

**UNLV, UNR, and DRI equally split the costs of three awards: Teaching, Researcher, and Creative Activity.

**UCCSN NOMINATION FORM
FOR
REGENTS' ACADEMIC ADVISOR AWARD
AND
REGENTS' SCHOLAR AWARD**

TYPE OR PRINT ALL RESPONSES

UCCSN INSTITUTION _____ ACADEMIC YEAR _____

FULL NAME OF NOMINEE _____

NICKNAME (IF PERSON GOES BY ANOTHER NAME) _____

TITLE (IF UCCSN EMPLOYEE) _____

CLASS STANDING & ACADEMIC MAJOR (IF UCCSN STUDENT) _____

MAILING ADDRESS _____
Street Address

_____ *City / State / Zip Code*

TYPE OR PRINT ALL RESPONSES

Section 20. AIDS Guidelines

1. The University and Community College System of Nevada, in order to address the personal, administrative, medical, and legal problems associated with the Acquired Immune Deficiency Syndrome (AIDS), has established the following guidelines. These are intended to provide direction for our institutions when dealing with the disease of AIDS and AIDS-related issues.
2. The primary response of University and Community College System of Nevada institutions to AIDS should be increasing awareness and education - for students, employees, faculty, and others. Effective education based upon the best currently available information will aid in preventing the spread of the disease.
3. Individuals will not be required to undergo screening for AIDS as a condition of enrollment, employment, or financial services. Faculty, students, and staff who are diagnosed as

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CHAPTER 2

For ease in reference, the following sections correspond directly with the respective chapter and

3. The Chancellor shall notify the Board of Regents of a vacancy in the office of the President of a member institution in cases where the vacancy is caused by other than a resignation. The Chairman of the Board of Regents shall notify the other members of the Board of a vacancy in the office of Chancellor in cases where the vacancy is caused r in (oof 6p (B/F

GOALS AND ACHIEVEMENTS

- 1) Discuss the goals you set for yourself and your institution last year along with a description of your efforts to meet them.
- 2) Discuss any other personal and institutional achievements that you, your senior management team, or your faculty are especially pleased to have accomplished. Include achievement in meeting institutional goals for the upward mobility of underrepresented groups (faculty, staff, and students).
- 3) Discuss any disappointments, frustrations, or problems you may have experienced during the past year, especially those that are likely to persist.
- 4) Discuss in a thoughtful way your relationships with the Board of Regents; your faculty, staff, students, alumni, and community leaders; and any other appropriate stakeholders or organizations.

CHALLENGES AND OPPORTUNITIES

- 1) Outline your institution's principal challenges and opportunities as you see them.
- 2) List 5-10 evaluation goals you propose for yourself and your institution for the next year. These goals should focus on, but are not limited to, meeting institutional and System-wide strategic goals in the following areas:

Academic Administration
Academic Advancement
Budgetary and Personnel Management
Access and Diversity
Research and Workforce Development
Internal Communication, External Relations and Fund-raising

- 3) Provide any other thoughts, ambitions, or plans you have as president.

OTHER

- 1) Attach any other information or materials that will help assess your institution's achievements and progress over the past year or so.
- 2) If you wish, discuss your desires or plans for professional growth.

2. PERIODIC EVALUATION OF UCCSN PRESIDENTS *(Board Approved 10/03)*

A comprehensive, periodic assessment of the performance of each president in 8 key areas will be conducted in the next-to-last year of each contract period. The purpose of the periodic evaluation is to provide constructive feedback on measurable performance criteria assessed over a period of time so that presidents may know how colleagues, Regents, and key leaders in the community view their efforts, including areas of strength as well as areas that may need improvement.

- 1) The President being evaluated prepares a confidential, written self-evalui(041 621(Accrd16.2514 upo-0.0

- 2) An Evaluation Committee comprised of 6 persons with knowledge and experience in higher education is appointed by the Board Chair in consultation with the Chancellor.
- 3) The chair of the Evaluation Committee will be from outside the UCCSN and will be a senior-level person who has extensive experience in higher education and has knowledge of the type of institution involved. The president being evaluated shall be permitted to submit a list of potential individuals to the Chancellor for consideration. The Chancellor shall contact potential committee chairs and recommend an appointment to the Board Chair.
- 4) In addition to the Evaluation Committee chair, three members of the Evaluation Committee will be selected from members of the Board of Regents and two members will represent the institution's community (e.g., Foundation Board member, Alumni Association Board member, local business leader).
- 5) In advance of the evaluation, the Evaluation Committee chair, the Chancellor, and President may discuss the details of the evaluation and any issues that may be raised during the process.
- 6) The evaluation committee will conduct confidential interviews with a wide variety of individuals knowledgeable about the president's work. Normally, the committee will spend approximately two days at the institution to conduct interviews. Appropriate accommodations will be made for conducting interviews at institutions with multiple campus sites.
- 7) The president being evaluated shall be permitted to submit a list of potential interviewees to the Chancellor for consideration by the Evaluation Committee. This shall normally consist of individuals external to the institution who may provide knowledgeable input about the president's performance.
- 8) The Evaluation Committee will interview a representative sample of vice presidents, deans, academic and administrative department heads, faculty, students, and community and alumni leaders. Those being interviewed will be assured that their responses will remain confidential and that a composite of responses will be made available to the Regents and the President.
- 9) Prior to conducting confidential interviews with institution constituents, the Evaluation Committee will meet with the President for the purpose of reviewing strategic plans, goals, objectives, resource allocation policies, major challenges and successes, and his/her own assessment of the interval being appraised.
- 10) The Evaluation Committee's function will be as fact-finding consultants in order to document presidential strengths in the 8 areas of evaluation and to document areas for future focus and improvement.
- 11) The Evaluation Committee will meet following the interview process and prepare a draft report from interview notes.

- 12) Prior to the end of the evaluation visit, the Evaluation Committee will meet with the President and the Chancellor to review the preliminary results and to follow-up on any questions that may remain.
- 13) The Evaluation Committee Chair will draft a final report for committee members' review and revision. A final, confidential report will be mailed to the Chancellor for transmittal to the Board of Regents and the President, along with a copy of the President's self-evaluation.
- 14) As soon as practical after the submission of the final evaluation report, the Evaluation Committee Chair and the President will participate in a closed personnel session with the Board of Regents and Chancellor to review the findings of the periodic evaluation.
- 15) At the conclusion of the periodic evaluation process, the Board Chair may recommend contract terms and conditions for approval by the Board of Regents.
- 16) A copy of the Evaluation Committee's report and a copy of the President's self-evaluation are retained in the President's personnel file.

3. PERFORMANCE CRITERIA FOR PERIODIC EVALUATION OF UCCSN PRESIDENTS

(Board Approved 10/03)

BUDGETARY MATTERS & FISCAL MANAGEMENT

- a) Evidence of sound fiscal management, including the ability to address budgetary matters in a way that achieves a more efficient and effective use of resources.
- b) Ability to allocate fiscal resources in a manner that is conducive to achieving institutional goals and objectives.
- c) Ability to comprehend and evaluate fiscal and budgetary matters.
- d) Ability to attract funds for the institution.

ACADEMIC ADMINISTRATION & ACADEMIC PLANNING

- a) Existence of well developed and widely understood institutional goals and objectives.
- b) Ability to link planning, resource allocation, and evaluation functions and quality of judgment demonstrated in establishing priority in those areas.
- c) Existence of a good b)M1 P of RE8TofBT10.98 0 0 10.98 43ogp0 126y recc-ceduffedTJ1sign'.2(ssTJ1rng a

- e) Evidence of sensitivity on the part of the President to individual differences and tolerance of and respect for such differences.

PERSONNEL MANAGEMENT

- e) Ability to work with other executive officers in the System.
- f) Ability to understand the role of politics and government offices in higher education.
- g) Ability to relate to legislators, the governor's office, other state and federal agencies, and with other public officials on matters affecting the institution.
- h) Ability to represent the institution to its various publics.
- i) Evidence of leadership and involvement in the community (e.g., service on boards and committees).

RELATIONSHIP TO THE BOARD

- a) Effectiveness in keeping the Board of Regents informed of all relevant issues affecting or having bearing on managerial policies of the institution.
- b) Effectiveness in keeping the Board of Regents abreast of local, state, and regional affairs affecting the institution.
- c) Ability to identify for the Regents the problems confronting the institution and to assess alternate solutions and to recommend appropriate action.
- d) Ability to carry out duties which has been or may be delegated or assigned to the President by the Board.
- e) Ability to review and analyze budgetary problems and to make effective presentations on the same to the Board.

PROGRESS TOWARD MASTER PLAN GOALS

- (4) Increasing the number of graduates in skilled and high-demand fields
- f) Evidence of progress toward meeting the Board's goal of increasing student access through improvements in the number and quality of:
 - (1) Undergraduate and graduate enrollments
 - (2) Minority enrollments

4. CRITERIA FOR THE ANNUAL AND PERIODIC EVALUATION OF THE CHANCELLOR
(Board Approved 10/03)

A. INTRODUCTION

The principles for the evaluation of the Chancellor are similar to those for evaluating presidents. However, they differ in that the Chancellor is the chief executive of the UCCSN and is directly accountable to the Board of Regents. It follows, therefore, that the Chancellor's evaluation must be conducted by the Board.

B. SCOPE & FREQUENCY

The Chair of the Board of Regents is responsible for conducting two kinds of ongoing performance evaluation of the Chancellor:

1. an Annual Evaluation conducted by the Chair of the Board and
2. an extensive Periodic Evaluation to be conducted in the next-to-last year of each contract period by an Evaluation Committee of the Board.

1. The Chancellor will prepare a self-evaluation report based on the Board's performance areas of review (Appendix I) and forward it to members of the Board of Regents.
2. The Chair will consult with other Board members, institution presidents, and senior system staff using the performance areas for review identified in Appendix I.
3. The Chair of the Board will prepare a confidential written report to the Board. The Board will meet in a closed personnel session with the Chancellor to discuss the contents of the report and other matters believed pertinent to the Chancellor's evaluation.
4. A copy of the written evaluation, signed by both the Board Chair and the Chancellor, is retained in the Chancellor's personnel file, along with a copy of the Chancellor's annual self-evaluation report.

D. PERIODIC EVALUATION

Prior to the final year of a Chancellor's multi-year contract, the Chair of the Board will convene an Evaluation Committee to conduct a more in-depth evaluation of the Chancellor's performance.

The Evaluation Committee shall consist of up to six members, including the Chair, Vice Chair, and immediate past Chair. Additional members may be appointed by the Chair. The Board may elect to engage the services of an external consultant to assist the Evaluation Committee in its work.

The purposes of the periodic evaluation are:

1. To give an expanded group of constituencies an opportunity to learn of the Chancellor's sense of progress and to provide their views regarding his/her performance; and
2. To give the full Board an appraisal of the Chancellor's performance in light of the UCCSN's progress.

Procedure

Presidents, Faculty Senate Chairs, Student Body Presidents, Legislators, and members of the Governor's staff.

3. The Evaluation Committee will conduct focused interviews with a representative sample of major constituencies on the contents of the Chancellor's retrospective report and their assessment of the Chancellor's performance in the areas identified for review (Appendix I).
4. The Evaluation Committee will prepare a confidential written report to the Board. The Board will meet in a closed personnel session with the Chancellor to discuss the contents of the report and other matters believed pertinent to the Chancellor's evaluation.
5. A copy of the written evaluation, signed by both the Board Chair and the Chancellor, is retained in the Chancellor's personnel file, along with a copy of the Chancellor's annual self-evaluation report.

E. PRINCIPLES OF THE PERIODIC EVALUATION

1. The responsibility for evaluating the performance of the Chancellor rests with the Board of Regents and cannot be delegated to others.
2. The authority and responsibilities of a system Chancellor are different from those of a institution president. Therefore, a system Chancellor should be evaluated in terms of his/her performance in respect to system goals and objectives and not in terms of a model defined in terms of presidential performance expectations.
3. The Chancellor's retrospective report and the constituent interviews should constitute the primary elements of the evaluation process. The process should be open and inclusive in terms of input and consultation, while recognizing it that it not possible to involve all of the groups and individuals who may wish to provide input in the process. Input regarding the Chancellor should be

- 5) Academic Program Administration and Planning
- 6) Budgetary and Fiscal Management
- 7) Personnel Administration and Management Practices
 - a. System wide responsibilities
 - b. Chancellor's Office & Related Activities
- 8) Decision Making and Problem Solving Abilities
- 9) Relations with External Communities
 - a. State
 - b. Regional
 - c. National
- 10) Implementation of UCCSN Master Plan Vision and Goals

UNIVERSITY AND COMMUNITY COLLEGE SYSTEM OF NEVADA
PROCEDURES AND GUIDELINES MANUAL

CHAPTER 3

For ease in reference, the following sections correspond directly with the respective chapter and section of Board policy codified in the Handbook.

Section 1-28.
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Section 29. Salary Schedules

The following salary schedules are reviewed and approved by the Board of Regents:

UCCSN EXECUTIVE SALARY SCHEDULE, FY 2004-05

	<u>MINIMUM</u>	<u>MEDIAN</u>	<u>MAXIMUM</u>
<u>GRADE 1</u>	\$196,100	\$265,000	\$333,900
Chancellor			
University President			
DRI President			

SYSTEM ADMINISTRATION SALARY SCHEDULE, FY 2004-05 - (EXCLUDING SCS)

	<u>MINIMUM</u>	<u>MEDIAN</u>	<u>MAXIMUM</u>
<u>GRADE 4</u>	\$76,833	\$103,828	\$130,823
<u>GRADE 5</u>	\$65,553	\$85,133	\$104,714
<u>GRADE 6</u>	\$50,792	\$65,964	\$81,136
<u>GRADE 7</u> (B/R 6/04)	\$40,504	\$52,602	\$64,701

EXECUTIVE SALARY SCHEDULE – UNIVERSITIES/DRI, FY 2004-05

	<u>MINIMUM</u>	<u>Q1</u>	<u>MEDIAN</u>	<u>Q3</u>	<u>MAXIMUM</u>
EXECUTIVE VP & PROVOST	\$139,750	\$177,375	\$215,000	\$252,625	\$290,250
VP ADMINISTRATION & FINANCE	117,561	149,212	180,863	212,513	244,164
VP ADMINISTRATION	101,197	128,442	155,688	182,933	210,178
VP FINANCE	103,025	130,763	158,500	186,238	213,975
VP DEVELOPMENT	126,165	160,133	194,100	228,068	262,035
VP DEV. & ALUMNI RELATIONS	126,165	160,133	194,100	228,068	262,035
VP STUDENT LIFE	103,828	131,782	159,736	187,690	215,644
VP STUDENT SERVICES	103,828	131,782	159,736	187,690	215,644
VP UNIVERSITY RELATIONS	103,844	131,802	159,760	187,718	215,676
DIRECTOR, ATHLETICS	151,868	192,755	233,643	274,531	315,418
VP MARKETING	111,793	141,891	171,990	202,088	232,186
VP RESEARCH & GRAD. STUDIES	120,770	153,285	185,800	218,315	250,830
VP TECHNOLOGY	113,815	144,458	175,100	205,743	236,385
DEAN OF:					
AGRICULTURE	117,608	149,272	180,936	212,600	244,264
BUSINESS	136,500	173,250	210,000	246,750	283,500
COOPERATIVE EXTENSION	94,380	119,790	145,200	170,610	196,020
DENTAL	132,528	168,208	203,889	239,570	275,250
EDUCATION	106,876	135,650	164,424	193,198	221,972
ENGINEERING	134,020	170,102	206,184	242,266	278,348
FINE ARTS	115,147	146,148	177,149	208,150	239,151
GRADUATE COLLEGE	97,500	123,750	150,000	176,250	202,500
HONOR'S COLLEGE	83,785	106,343	128,900	151,458	174,015
HOTEL ADMINISTRATION	136,500	173,250	210,000	246,750	283,500
HUMAN/COMMUNITY SCIENCES	99,844	126,725	153,606	180,487	207,369
JOURNALISM	112,125	142,313	172,500	202,688	232,875
LAW	136,890	173,745	210,600	247,455	284,310
LIBERAL ARTS	99,450	126,225	153,000	179,775	206,550
LIBRARIES	82,029	104,113	126,198	148,283	170,367
MEDICINE	201,338	255,544	309,750	363,956	418,163
SCIENCES	117,309	148,892	180,475	212,058	243,641
URBAN AFFAIRS	114,521	145,354	176,187	207,019	237,852

(B/R 6/04)

EXECUTIVE SALARY SCHEDULE – STATE COLLEGES, FY 2004-05

ACADEMIC SALARY SCHEDULE – STATE COLLEGES, FY 2004-05

<u>RANK</u>	<u>TITLE</u>	<u>MINIMUM</u>	<u>Q1</u>	<u>MEDIAN</u>	<u>Q3</u>	<u>MAXIMUM</u>
		<u>9 MONTHS 12 MONTHS</u>	<u>9 MONTHS 12 MONTHS</u>	<u>9 MONTHS 12 MONTHS</u>	<u>9 MONTHS 12 MONTHS</u>	<u>9 MONTHS 12 MONTHS</u>
IV	PROFESSOR	\$48,719	\$61,836	\$74,953	\$88,069	\$101,186
		58,463	74,203	89,943	105,683	121,423
III	ASSOCIATE PROFESSOR	35,657	45,257	54,856	64,456	74,056
		42,788	54,308	65,828	77,348	88,867
II	ASSISTANT PROFESSOR	30,287	38,442	46,596	54,750	62,905
		36,345	46,130	55,915	65,700	75,486
I	INSTRUCTOR	24,965	31,686	38,407	45,129	51,850
		29,958	38,023	46,089	54,155	62,220

(B/R 6/04)

NOTE: For employees subject to the Employer-Paid Retirement Plan, the amounts shown will be reduced as provided by law.

COMMUNITY COLLEGE ADMINISTRATIVE SALARY SCHEDULE, FY 2004-05

<u>PROPOSED GRADE</u>	<u>MINIMUM</u>	<u>MEDIAN</u>	<u>MAXIMUM</u>
1	\$82,026	\$110,847	\$139,667
2	74,052	100,071	126,089
3	62,484	84,438	106,392
4	59,334	77,057	94,780
5	45,455	59,032	72,610
6	39,785	51,669	63,553
7	35,203	45,718	56,233
8	32,096	41,684	51,271
9	27,738	36,024	44,309
(B/R 6/04)			

FISCAL YEAR 2004-05
COMMUNITY COLLEGE ACADEMIC SALARY SCHEDULE

CATEGORY

COMMUNITY COLLEGE FACULTY SALARY PLAN

(2.5 percent merit schedule)

Placement Categories Based on Academic Preparation

STEPS	1	2	3	4	5
30	2.0976	2.3073	2.6220	2.9366	3.1463
29	2.0464	2.2510	2.5580	2.8650	3.0696
28	1.9965	2.1961	2.4956	2.7951	2.9947
27	1.9478	2.1426	2.4348	2.7269	2.9217
26	1.9003	2.0903	2.3754	2.6604	2.8504
25	1.8539	2.0393	2.3174	2.5955	2.7809
24	1.8087	1.9896	2.2609	2.5322	2.7131
23	1.7646	1.9411	2.2058	2.4705	2.6469
22	1.7216	1.8937	2.1520	2.4102	2.5824
21	1.6796	1.8475	2.0995	2.3514	2.5194
20	1.6386	1.8025	2.0483	2.2941	2.4579
19	1.5987	1.7585	1.9983	2.2381	2.398
18	1.5597	1.7156	1.9496	2.1835	2.3395
17	1.5216	1.6738	1.9020	2.1303	2.2824
16	1.4845	1.6330	1.8556	2.0783	2.2268
15	1.4483	1.5931	1.8104	2.0276	2.1724
14	1.4130	1.5543	1.7662	1.9782	2.1195
13	1.3785	1.5164	1.7231	1.9299	2.0678
12	1.3449	1.4794	1.6811	1.8828	2.0173
11	1.3121	1.4433	1.6401	1.8369	1.9681
10	1.2801	1.4081	1.6001	1.7921	1.9201
9	1.2489	1.3737	1.5611	1.7484	1.8733
8	1.2184	1.3402	1.5230	1.7058	1.8276
7	1.1887	1.3076	1.4859	1.6642	1.7830
6	1.1597	1.2757	1.4496	1.6236	1.7395
5	1.1314	1.2445	1.4143	1.5840	1.6971
4	1.1038	1.2142	1.3798	1.5453	1.6557
3	1.0769	1.1846	1.3461	1.5076	1.6153
2	1.0506	1.1557	1.3133	1.4709	1.5759
1	1.0250	1.1275	1.2813	1.4350	1.5375
COLUMN INCREMENTS: (B/R 8/00)	1.0000	1.1000	1.2500	1.4000	1.5000

Section 30. Community College Academic Salary Schedule

1. Steps and Columns

Steps on the salary schedule normally correspond to the faculty member's years of experience and annual evaluation. Exceptions are allowed only under the provisions stated for Initial Placement in paragraph 4 of this section. The columns on the salary schedule correspond to the faculty member's academic preparation as noted below.

1. Steps and Cess tha2 a Apolumbo-are ale col36 the0 JJAssociatias plucol36ssa103.5p9reltia disciplineTo

3. Movement on the Schedule
 - a. Movement from step to step on the academic salary schedule will be based upon the faculty member's annual evaluation. Each faculty member will receive one step annually if evaluated as Satisfactory or above.
 - b. The movement from column to column will be based on professional advancement. Movement to a new column will be accompanied by a step increment if the criteria for the step advancement are met.
 - c. Upon the awarding of tenure and promotion by the Board of Regents, faculty members who are initially placed at an appropriate step and column on the academic salary schedule will be advanced laterally to the corresponding step and column as a Community College Professor. The definition of steps and columns for Community College Professors are identical to those described in paragraph 2. Movement to the Professor column will be accompanied by a step increment if the cr

Section 32. Community College Professional Advancement Program

A. PROGRAM OUTLINE

1. Professional Advancement Approval Process for Credit Courses/Programs
 - a. Courses/programs, etc. may be used for professional advancement only with prior written administrative approval as stated in Title 4, Chapter 3, Section 28.1.
 - b. The process for approval will be developed at each institution with faculty senate input. The final decision rests with the president.
 - c. Any movement on the salary schedule can only occur consistent with the fiscal year contract. Exceptions must be approved by the president.
2. Degree Programs
 - a. The academic faculty member wishing to advance across the columns on the salary schedule by completing a bachelors, masters or doctorate degree (columns 2, 3, 4 and 5) must submit a written formal request.
 - b. Upon appropriate vice presidential/dean approval, a formal professional advancement agreement will be written. The program must identify the anticipated program and program completion date. The agreement is not valid unless the appropriate vice president/dean and the faculty member sign the agreement.
 - c. Upon successful completion of the degree program, the faculty member must submit official verification to his/her official personnel file. In the event that the degree program is not completed in the anticipated time frame, the faculty member will notify the appropriate body in writing prior to the anticipated date of completion. A review of completed work will be made by the appropriate body for consideration of movement on the schedule. Column movement will not occur without the approval of the president.
3. Credit Course Work
 - a. The academic faculty member wishing to move across the columns by completing credit course work must comply with the provisions of the Board of Regents policy. That is, column 2 requires upper level/division undergraduate credit hours, columns 3 and 4 require graduate credits. The faculty member must submit a written formal request to the appropriate body. The appropriate body will forward the recommendation to the appropriate vice president/dean. The appropriate vice president/dean will notify the faculty member of approval/non-approval within 20 working days from receipt of the application.
 - b. Upon successful completion of the agreed upon course work, the faculty member must submit official grade verification to the fa

4. Professional Advancement Approval Process for Occupationally Related Courses
 - a. The academic faculty member wishing to take individual contact hour courses for advancement across the columns on the salary schedule must submit a written formal request to the appropriate body who will forward the recommendation to the appropriate vice president/dean or designee²These courses could include, but are not limited to, continuing education courses in a specific discipline and specialized workshops or institutes in which contact hours rather than credits are used to grant recognition for successful completion.
 - b. Due to the manner in which some occupationally related courses are offered, the faculty member may only have a few days or weeks between notification of offering and actual registration. Therefore, every effort must be made by all parties involved to complete this process prior to the due date for registration. When the approved courses reach the contact hours required for advancement, the faculty member must notify the human resources director in writing of that fact.
 - c. Upon successful completion of the courses, the faculty member must submit official verification to his/her official personnel file. The faculty member will not be eligible for column movement until all requirements for advancement have been met.
5. Approvals for degree programs, credit courses, continuing education and occupational courses will be filed in the faculty member's official personnel file.
(B/R 3/02)

B. PROGRAM STANDARDS/DEFINITION OF TERMS

1. Education Standards

For degree programs and credit courses, the degree/credit must be awarded by regionally accredited institutions. Non-degree (non-credit or continuing education) courses will be awarded equivalency based upon accepted industrial and/or professional standards.

2. Relevance

The program or courses must either be relevant to the academic faculty member's discipline or enhance teaching/counseling/professional skills, or provide benefit or advancement.

3. Equivalency

For purposes of this document, all academic courses will be equated to a sixteen-week semester. Courses taken in quarter or trimester credits will be adjusted to this standard. Degree programs will stand on their own as approved by accrediting institutions. That is, a Masters degree will transfer as a Masters degree regardless of the institutional differences in semester vs. quarters.

4. Occupationally-Related Courses

Occupationally related courses are those courses that relate to the faculty's primary duties, e.g. courses taught, services provided, etc.

5. Official Verification

Official verification shall include, but not be limited to: diplomas, transcripts, certificates, or letters from sponsoring agencies.

6. Professional Licensure

Licensure itself does not apply toward movement on the salary schedule. It is recognized that some occupational areas have additional licensure that may be equivalent to degree qualifications. This list includes, but is not limited to, the following: MD, DDS and JD. The number of graduate hours in the curriculum will be equated to the standard Masters, etc. degrees.

For example, a JD, MD and DDS would be the equivalent of three to four years of graduate

2. Non-Credit/Contact Hours Course Training

a. Continuing Education

1. The equivalency for continuing education is 1:15. For every fifteen hours of continuing education, one unit of credit will be awarded. Continuing education can be in the form of workshops, institutes or other recognized educational programs.
2. All courses/workshops must meet national standards for occupational areas. Movement from one column to another beyond column two must be accomplished in blocks of 450 or 900 contact hours. Movement to:

Column 2 Associates plus 900 contact hours

Column 3 Bachelors plus 450 contact hours

Column 4 Bachelors plus 900 contact hours. Masters plus 450 contact hours.

Column 5 Special permission of President.⁴

b. On-the-Job Work Experience

On-the-job work experience with pay will be 1:75. For every seventy-five (75) hours of internship, one unit of credit will be awarded. Faculty entering into such experience must follow the same requirements and program as established by the college with students within the college's cooperative education program. All hours of on-the-job work experience must be certified by an outside agency/employer.

c. Internships

1. On-the-job work experience without pay will be 1:75. For every seventy-five (75) hours of internship, one unit of credit will be awarded. All hours of internship experience must be certified by the outside agency/employer. The internship experience for the faculty member must follow the same standards and requirements established for the On-the-Job Work Experience Program.
2. Movement from one column to another beyond column two must be accomplished in blocks of 2250 or 4500 contact hours as appropriate. Movement to:

Column 2 Associates plus 4500 contact hours.

Column 3 Bachelors plus 2250 contact hours.

Column 4 Bachelors plus 4500 contact hours. Masters plus 2250 contact hours.

Column 5 Special permission of president.

(B/R 3/02)

⁴Equivalence can be approved by the president for a Masters degree plus approved occupational contact hours or academic credits.

D. APPEALS PROCESS

2. University of Nevada, Reno

- a. The following salary schedule applies to classes taught on or off-campus during the inclusive dates of Summer Session. (B/R 1/98)

Resident Faculty

Professor	\$1,800 per credit hour
Associate Professor	\$1,580
Assistant Professor	\$1,450
Lecturer	\$1,225 – 1,800
Teaching/Graduate Assistant	\$1,005

(B/R 1/03)

Visiting Faculty

Professor	\$1,435 per credit hour
Associate Professor	\$1,270
Assistant Professor	\$1,100
Lecturer	\$980 – 1,435

(B/R 1/04)

The per-credit hour salary is the maximum allowable. A lower amount is permitted when agreed to by the instructor. (B/R 1/02)

- b. Six credits is considered a full-time teaching load during the Summer Session. (B/R 1/94)
- c. Faculty teaching Recreation, Physical Education and Dance classes, or catalog-identified internship classes, will receive as salary 80% of the net fees generated by enrollments in these classes but capped by the amounts indicated in 2.a. above. Net fee is defined as the prevailing tuition minus the consolidated fee for student union, student health, and student activities. (B/R 1/94)

3. Nevada State College, Henderson

Nevada State College has a temporary summer term salary schedule in place until a permanent policy is approved. Tenure track B-contract faculty and adjunct instructors teaching in the 2004 Summer Term will be paid \$725 per credit hour.

(B/R 1/04)

4. Community College of Southern Nevada

- a. For B and B+ contract teaching faculty members:
(Note: pro-rata pay is equal to .01875 times base pay per IU.)
- c. Class size 17 or greater will result in full pro-rata pay or \$725/IU whichever is more.
 - ii. Class size of (13-16) will result in an option to teach at (\$725)/IU
 - iii. For classes with approved limited class size below (17), pro-rata pay is awarded for enrollment equal to or greater than class size.
 - iv. For classes with limited enrollments, (\$725)/IU will be awarded for one less than capacity.
 - v. The minimum class size is (13), unless on the approved list based on space, equipment, etc.

- vi. Individualized instruction per student pay may be negotiated by the Faculty member. The calculation rate will be $.08 \times \# \text{ of credits} \times \# \text{ of students}$.

Note: The (\$725)/IU rate noted above is a special incentive rate.

- b. For adjunct instructors the class enrollment minimum is (13) students and rate of pay in (\$655)/IU.
- c. For adjunct instructors teaching limited capacity sections, the minimum class size must be no lower than one less than approved capacity.
- d. If a full-time instructor's section does not make, full timers may choose to teach a section designated as an adjunct section as long as they agree to accept adjunct wages (\$655)/IU.
- e. No instructor may teach more than 8 IU's. Adjuncts may teach 8 IU's regardless of preps.

There will be no exceptions to the above class enrollment policy, and classes that do not meet the minimum number will be cancelled.

(B/R 4/02)

5. Great Basin College

- a. The salary for a summer session course shall be 75% of the revenue generated from registration fees, not to exceed \$900 per credit.

(B/R 4/02)

6. Truckee Meadows Community College

- a. Faculty who teach in the summer session and are on a "B" contract during the academic year will be paid for the summer session in accordance with the following formula:
Academic year "B" contract Salary $\times .01875$
- b. Faculty who are part time during the academic year will be paid for summer teaching on a per-credit basis according to the same schedule used during the academic year; the rate for summer 2002 is \$625 per credit hour.
- c. Should enrollment in a summer class fail to produce the revenues necessary to hold the class, the president or the president's designee may, in lieu of canceling the class, negotiate and establish a mutually agreeable salary at a rate less than that provided above.
- d. Eight credits will be considered a full teaching load for the summer term.

(B/R 4/02)

7. Western Nevada Community College

- a. The salary for a summer session course shall be 75% of the revenue generated from registration fees, not to exceed \$900 per credit.

(B/R 4/02)

Section 34. Part-Time Salary Schedules

The following schedule provides salary targets for UCCSN institutions to reach incrementally by 2007 as funding permits.

Type of Institution	Per-Credit Target
University	\$896
State College	\$851
Community College	\$806

2. The salary schedule is derived from a formula calculation based upon a percentage of the entry-level semester salary for a University Instructor on a 9-month contract, as described below.

Base Formula:

$$\begin{aligned} & \text{Annual entry-level University Instructor salary divided by 2} \\ & \times \text{Percent of Semester Salary based on 16-unit workload (6.25)} \\ & = \text{Per Credit Target} \end{aligned}$$

The schedule will automatically increase with any cost-of-living adjustment provided to professional employees.

3. The salaries for temporary part-time faculty at the state college shall be calculated at 95% of the university target. The salaries for temporary part-time faculty at the community colleges shall be calculated at 90% of the university target.

(B/R 10/03)

Sections 35-38.

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**UNIVERSITY AND COMMUNITY COLLEGE SYSTEM OF NEVADA
PROCEDURES AND GUIDELINES MANUAL**

CHAPTER 4

For ease in reference, the following sections correspond directly with the respective chapter and section of Board policy codified in the Handbook.

Sections 1-24.
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UNIVERSITY AND COMMUNITY COLLEGE SYSTEM OF NEVADA

**UNIVERSITY AND COMMUNITY COLLEGE SYSTEM OF NEVADA
PROCEDURES AND GUIDELINES MANUAL**

CHAPTER 6

For ease in reference, the following sections correspond directly with the respective chapter and section of Board policy csl 3.6.1. Chapter 6 following HHSI regarding respect for diversity.

**UNIVERSITY AND COMMUNITY COLLEGE SYSTEM OF NEVADA
PROCEDURES AND GUIDELINES MANUAL**

CHAPTER 7

For ease in reference, the following sections correspond directly with the respective chapter and section of Board policy codified in the Handbook.

Sections 1-7.
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