

Regents District 6 – southern Clark County (Patrick Carter, incumbent, not running)

Question	Heather Brown	Jeanine Dakduk
Date responses submitted or revied	4/8/2022	8/8/2022
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City Address	Las Vegas	Henderson
Educational background	<p>Brown: Western High School, CCSD University of Nevada Las Vegas, NSHE</p>	<p>Dakduk: Bachelor of Arts in History from Northern Illinois University Master of Education in Educational Leadership from University of Nevada, Las Vegas</p>
Current profession/employment	<p>Brown: President, StartUp Vegas</p>	<p>Dakduk: Consultant</p>
Professional/ employment background	<p>Brown: 17+ years in the political realm working for candidates and issues that I believed in, including running a national organization for four years that had over 150,000 members. Small business owner. And now running a nonprofit that’s growing the startup tech ecosystem in southern Nevada prioritizing workforce development and economic diversification.</p>	<p>Dakduk: I am a higher education professional with over 15 years of experience in postsecondary education as a student personnel administrator and instructor.</p> <p>My experience has extended to large public research institutions, a small private institution, three Hispanic-serving institutions, and a religiously-affiliated institution.</p> <p>As a Department of Defense contractor working with the American Association of State Colleges and Universities (AASCU), I managed articulation agreements for a coalition of 155 colleges and universities. The student agreements provided to servicemembers and their families guaranteed transferability across 975 academic programs.</p> <p>I have taught courses on leadership theory, conflict, and college success skills at UNLV, UNR, and Marymount University.</p> <p>I have extensive experience working with diverse student populations of undergraduate, graduate, traditional, non-traditional, commuter, international, military, first-generation, low-income, honors, adult, and distance learners.</p>

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		LinkedIn: https://www.linkedin.com/in/jeaninedakduk/
Past elected offices or other public service	Brown: n/a	Dakduk: No previous elected offices.
Briefly, why are you running for the Board of Regents at this time?	Brown: As someone with deep roots in Las Vegas, a graduate of CCSD and NSHE, a small business owner right here in the Valley, I decided to run for the Board of Regents because it was disheartening that the needs of students, faculty and staff were being overlooked by the very same people elected to protect them. I decided to run when I heard time and time again that NSHE strives for excellence yet the budgets and how money has been allocated does not reflect that. I decided to run because we need a board with collegiate experience that believes in decorum, ethics, and stability. I want to repair the relationship with folks across Southern Nevada, prioritize graduation readiness, and ensure that the proper investments go into the community’s workforce pipeline.	Dakduk: I am running to serve the higher education system that provided me the foundation for a rewarding and successful career. I am passionate about higher education policy and our system’s ability to strengthen Nevada’s economy. Carefully crafted policies can bring about positive change for countless Nevadans. Our system will benefit from having an experienced administrator's perspective.
What are your three highest priorities for the Board of Regents and the Nevada System of Higher Education?	Brown: 1. Focusing on the three entities NSHE represents by prioritizing students by ensuring better graduation preparedness, taking care of the faculty with better fiscal responsibility, treating staff with decorum and ethics from the top down. 2. Make sure the NSHE budget mirrors the state’s higher education’s needs, cutting programs and wasteful spending when necessary 3. Empowering Institution Presidents and lobbyists to represent their interest without selectively pigeonholing. Ensuring that NSHE is doing what’s best for the state and not just for select institutions	Dakduk: 1. Hiring a Chancellor–Stability of the system 2. Addressing the budget shortfall 3. Addressing the dilemma of rising operating costs with shrinking state funding while meeting the public demand for lower tuition and fees
The NSHE state budget was cut in 2020 and	Brown:	Dakduk: There are only two ways to address a budget shortfall:

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2021 versus pre-pandemic levels. As a regent, how would you address budget shortfalls?	The budget needs an overhaul, especially now that it's been cut. More money needs to go directly to the institutions to spend on the students and less on administrative oversight. NSHE's budget is the largest of a state our size and yet our state consistently ranks towards the bottom of graduation and workforce readiness lists.	<ol style="list-style-type: none"> 1. Spend less money 2. Make more money We need to hire a Chancellor that can help us think strategically about both options.
In the face of declining state support for higher education, should student fees and tuition be increased to maintain programs? If not, what alternatives would you advocate?	Brown: Balancing the budget on the backs of students is never the first answer, I believe we need to cut the fat from the budget and prioritize projects that bring additional collegiate success. There's plenty of line items that I would like to explore to find additional funding before I would support tuition increases.	Dakduk: While unpopular, tuition increases are historically inevitable. Inflation is real. State funding fluctuates. Low compensation for faculty and staff, lack of competitiveness in the marketplace, and outdated infrastructure are serious issues if tuition remains flat. Regardless, any change to tuition and fees requires careful analysis. Understanding the context of a proposed tuition change matters. Most importantly, we must keep tuition and fees affordable.
The Board of Regents oversees two universities, a state college, four community colleges, and a research institute. Given limited resources, how would you balance the needs and allocate resources for the various institutions of NSHE?	Brown: I would build a better relationship with the Presidents of the institutions in order to understand and prioritize what each entity needs and how their proposed changes / additions would add to the overall success of graduation preparedness.	Dakduk: NSHE last completed an independent study of the institutional funding formula in 2011. I'd like to see an updated study that evaluates the funding formula for all institutions within the system.
The Board of Regents and Nevada System of Higher Education have been in the news lately and over many years for conflicts among regents and administrators and between NSHE and the Legislature. How would you address those issues?	Brown: I think the lack of decorum, ethics, and stability are to blame for many of the news stories. I would build a coalition and proactively focus on repairing relationships with staff and then the community.	Dakduk: Tension is inherent to any board. Healthy tension can inspire positive dialogue and debate. We have to make sure that the tension does not cross the line and turn into unhealthy conflict. My background in conflict resolution, coupled with my knowledge of the industry, uniquely positions me to serve as a bridge-builder on the board. The board also needs to build trust between themselves, the Chancellor, the Council of Presidents, faculty, and the legislature. A stable and credible board will have fewer media stories about personal thoughts or rifts between factions. After all, boards should

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		<p>act collectively, even when individuals cast a dissenting vote on a divisive policy. I hope that all 13 regents accomplish a sense of unity, despite healthy disagreements from time to time, to strengthen the stability and credibility of the system.</p>
<p>As a Regent, how would you address issues with the recruitment and retention of faculty and staff?</p>	<p>Brown: First, we need to improve our reputation and show the nation that we can be a State with many top tier institutions. We must also make sure that every member of faculty and staff are fairly compensated so that morale improves and then we can make progress on bringing in outside talent. We have to provide opportunities for every voice to be heard and engaged in order to enhance our institutions.</p>	<p>Dakduk: It is encouraging that a market salary analysis is moving forward. Providing competitive wages and benefits within the industry will make our system a more desirable workplace.</p> <p>Other opportunities are flexible work options that promote work-life balance. Such options include telecommuting, choice in workday schedules (e.g. 7-4, 9-6, or taking a 30 min. lunch vs. 60 min. to get home earlier), summer Fridays, and compressed workweeks (e.g. 4-10s).</p> <p>The system also needs to look at how to provide more career pathways for faculty and staff to advance without leaving the system.</p>
<p>What are your thoughts about collective bargaining for NSHE professional employees? Specifically, would you support or oppose legislation for collective bargaining rights for NSHE professional employees in statute?</p>	<p>Brown: I support collective bargaining.</p>	<p>Dakduk: I am willing to look at proposals related to collective bargaining. This is an area where NFA can provide good advice.</p>
<p>If Nevada is faced with another pandemic, what considerations do you believe regents should apply to decisions associated with public health mandates for employee and students?</p>	<p>Brown: There are many facets to this question but first and foremost we must adhere to the rules and laws in which we are governed whether that be by the federal government or the State of Nevada. I am a person who has faith in science and believes we, as humans, are living longer because of the advances in technology and medicine. However, I also know that our nation, state and young people can't endure another shut-down like we have experienced these past two years. There are many other components to physical health that must come into play and any policy decision must be considered holistically.</p>	<p>Dakduk: If faced with another pandemic, I'd carefully review the proposals and data provided from the Chancellor and their team. Then, I'd vote by prioritizing the safety of our faculty, staff, and students.</p>

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Do you support or oppose allowing the concealed or open carry of firearms on NSHE campuses?	Brown: I oppose allowing concealed carry on NSHE campuses. Our higher education institutions should be safe spaces and I would want a similar policy in place as government buildings.	Dakduk: I do not support any changes to current Nevada statute.
Would you support or oppose a policy to regulate discussion of or teaching about divisive topics such as Critical Race Theory on NSHE campuses?	Brown: I would oppose a policy regulation. Higher Education is about learning critical thinking skills and new ways to view the world. Students have free agency and an ability to not take a class if it conflicts with their personal beliefs, but I would not stifle an educated discussion on “divisive” topics at the NSHE level.	Dakduk: I believe in academic freedom and freedom of speech.
What is your view of NSHE governance? Should the Board of Regents concern itself with the internal operations of the eight NSHE institutions, or else should the Board simply hire the Presidents and let them run the institutions?	Brown: I believe in a strong policy governance structure. As elected officials, we are there to provide vision, accountability and oversight to the public, faculty and students regarding higher education in Nevada. The Board must hire the best people who are experts in their fields to run daily operations, because they have more experience than an entire board may have combined. Every person has a role. Because I may have some business acumen does not mean I am qualified to be a professor in accounting or be the Dean of the business school. Every person has a role and a lane, and if our governance structure remains in its own lanes, we will have the greatest expertise combined in one place.	Dakduk: The board should focus less on operational matters and think more strategically. However, there are times when a board may need to become more involved. I subscribe to the thinking outlined in the book Boards That Lead: When to Take Charge, When to Partner, and When to Stay out of the Way.
What are your top criteria for choosing a Chancellor?	Brown: A person who has integrity, vision, and has had success as a strong leader. They must also be a fair negotiator. Moreover, I think a skill that is often overlooked is the kitchen cabinet with whom they surround themselves. Every great leader should know their strengths and their weaknesses and hire a workforce that completes gaps in skills. If the cabinet is strong and can work together, then the institutions will be as well.	Dakduk: The next NSHE Chancellor needs to be a transformational leader. Dr. Kotter outlines an 8-step process in his book, Leading Change. It is imperative that the new Chancellor considers steps two and five of the 8-steps. Step two describes building a guiding coalition. Step five calls for enabling action by removing barriers. Many barriers exist at NSHE. A strong Chancellor must have the ability to identify and remove the barriers holding our system back. It is important that while the Board of Regents ultimately will select the next Chancellor, the council of presidents, faculty, staff, students, and community partners are part of the process. That includes comprising the selection criteria.

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<p>A proposed constitutional amendment to remove the Board of Regents from the Nevada Constitution is under consideration by the Legislature and may go to the voters in 2024. What is your position on the proposed amendment?</p>	<p>Brown: I understand and empathize with why a question like Q1 was on the ballot. And certainly, the current Board’s behavior proves the point for the need for reform. I’m running to usher in immediate reform, and if the proposed amendment makes it back to the ballot, I will honor what the voters decide.</p>	<p>Dakduk: Let the voters decide.</p>
<p>If elected to the Board of Regents, do you pledge to uphold the principles of academic freedom and tenure as expressed in the AAUP/AACU 1940 Statement of Principles of Academic Freedom and Tenure?</p>	<p>Brown: Yes.</p>	<p>Dakduk: Yes.</p>
<p>(optional) Why are you the better qualified candidate for Regent District 6?</p>		<p>Dakduk: In one word, experience.</p>
<p>(optional) Is there anything else you would like to communicate with NFA members?</p>		<p>Dakduk: I welcome the opportunity to connect with NFA members.</p>