

Responses to the Nevada Faculty Alliance pre-election candidate questionnaire for the Regents elected in November 2022

Question	Heather Brown RD6	Susan Brager RD7	Shelly Crawford RD8	Jeffrey Downs RD11	Stephanie Goodman RD13
Educational background	<p><b>Brown:</b> Western High School, CCSD University of Nevada Las Vegas, NSHE</p>	<p><b>Brager:</b> High School graduate</p>	<p><b>Crawford:</b></p> <ul style="list-style-type: none"> <li>▪ Community College of Southern Nevada- AA Psychology;</li> <li>▪ Sierra Nevada College- BA Teaching English as a Second Language;</li> <li>▪ University of Nevada Las Vegas- MA Curriculum and Instruction;</li> <li>▪ University of Phoenix- Literacy certificate;</li> <li>▪ Georgetown University- Public Policy certificate;</li> <li>▪ Current William Howard Taft University- Ed.D Leadership and Education Administration candidate</li> <li>▪ I have taught K-college and I am a current principal</li> </ul>	<p><b>Downs:</b> BS Mathematics CSU San Bernardino, MA Applied Math CSU Fullerton, PhD Education- Instructional Design and Technology Liberty University</p>	<p><b>Goodman:</b> University of Nevada Las Vegas, Las Vegas, Nevada - 1995 Bachelor of Arts Communication Studies – Advertising</p>
Current profession/employment	<p><b>Brown:</b> President, StartUp Vegas</p>	<p><b>Brager:</b> Realtor</p>	<p><b>Crawford:</b> I am a principal within CCSD. I am an Air Force officer with the Nevada National Guard overseeing educational leadership and diversity, equity, and inclusion. I teach higher education classes for license renewal.</p>	<p><b>Downs:</b> Community College Professor, Western Nevada College</p>	<p><b>Goodman:</b> Executive Director, Dr. Robert Hunter International Problem Gambling Center - 2019-present: included in my scope of work is management, fundraising, awareness, industry education, legislative communication and client acquisition.</p>
Professional/ employment background	<p><b>Brown:</b> 17+ years in the political realm working for candidates and issues that I believed in, including running a national organization for</p>	<p><b>Brager:</b> Prior to becoming as Realtor, I served as an Administrative Support Specialist at the Clark County School District</p>	<p><b>Crawford:</b> PROFESSIONAL EXPERIENCE – School Administrator</p>	<p><b>Downs:</b> 18 years- Western Nevada College, 2.5 years as an Interim Vice</p>	<p><b>Goodman:</b> Owner, SCBG Advertising - 2005-present: The philosophy of our agency is based upon</p>

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	<p>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>Title I Principal/Assistant Principal August 2015- Present C.C. Ronnow Elementary, Las Vegas, NV Elementary Education Third Grade Licensed Teacher August 2013-August 2015 Heckethorn Elementary, Las Vegas, NV Title I Fourth Grade Licensed Teacher August 2012-June 2013 Martinez Elementary, Las Vegas, NV Title I First Grade Licensed Teacher August 2011-June 2012 Rex Bell Elementary, Las Vegas, NV 5th Grade Licensed Teacher October 2010-June 2011 Dean Lamar Allen Elementary, Las Vegas, NV PROFESSIONAL EXPERIENCE – Middle School Education 7th Grade Reading Teacher August 2004-June 2005 Saville Middle School, Las Vegas, NV PROFESSIONAL EXPERIENCE – High School Education Title I Math Teacher August 2003-June 2004 Cheyenne High School, Las Vegas, NV</p>	<p>President of Student Success and Support Services 3 year Visiting Lecturer UNR 1 year Emergency Hire Lake Tahoe Community College Math Instructor 5 years High School instructor</p>	<p>delivering a strategic message in a creative manner that maximizes impressions and proves memorable to our client's target market. Handled clients in a litany of fields including but not limited to: minimally invasive surgery, women's health, real estate development, retail, restaurants, education and gaming,</p> <p>Chief of Staff for Mayor Oscar B. Goodman, City of Las Vegas - 1999-2005: Integrally involved with the redevelopment of Downtown Las Vegas. Also worked closely with the City Manager and Department Heads to create the 2020 City of Las Vegas Strategic Plan. Managed internal staff and worked with constituents.</p> <p>Account Executive, R&amp;R Partners - 1998-1999</p>
<p>Past elected offices or other public service</p>	<p><b>Brown:</b> n/a</p>	<p><b>Brager:</b> I served as CCSD School Trustee from 1994 to 2006. I was then elected to the Clark County Commission, where I served from</p>	<p><b>Crawford:</b> National Guard Lieutenant - Nevada Department of Education principal advisory cabinet</p>	<p><b>Downs:</b> WNC NFA Chapter President Scoutmaster and Assistant Scoutmaster, Scouts BSA</p>	<p><b>Goodman:</b> n/a</p>

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		2006 to 2018, including a term as Commission Chairperson.	- State of Nevada multicultural committee chair - CCSD human resource Diversity chair	Ward 5 Old Northwest NAB member/chair	
Briefly, why are you running for the Board of Regents at this time?	<p><b>Brown:</b> 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.</p>	<p><b>Brager:</b> My desire to serve as a Regent has been long-known and I have been contemplating it seriously for three years. I have a strong desire to bring my background in consensus-building and group success to the Board of Regents. We need to end the meddling that has plagued the System and I will make that among my highest priorities. Moreover, I was at the forefront of instituting the dual-credit and early college models at CCSD and I will take that to the next level as Regent.</p>	<p><b>Crawford:</b> I believe the Nevada System of Higher Education can collectively work together to create opportunities for rural and urban students. I am running because I want to reinstate credibility to the board by working together to create policy and financial NSHE support. I am a former foster care student that has a successful life because of my Nevada college education. I want to create opportunities for students and institutions that are historically underrepresented. I created a diversity pathway education program that was funded at \$10 million by the state and was instrumental in the broadband internet bill that brought the internet to rural communities. I have learned that my position as a principal and Air Force member can bring people together to get work done. I am running because I would like every Nevadan to have access to colleges and careers. I am confident that I have the voice, reach, and work ethic to bridge financial and opportunity gaps.</p>	<p><b>Downs:</b> Now, more than ever, it is important that we have a more diverse representation on the Board of Regents. The last time a faculty member was on the BoR was over a decade ago. The lack of representation of faculty concerns has impacted board policy to the detriment of faculty. While this is one seat on the board, it is a start to changing the composition of this governing body. My hope is to remind the other members about Academic Freedom and the struggles faculty face trying to afford the cost of living in Nevada.</p>	<p><b>Goodman:</b> I recall a time when the pillars of our community made thoughtful and intelligent decisions that positively affected the students and faculty at the universities and community colleges in our state. I would like to be a part of a board that takes us back to that space where the news is about the incredible things the students and faculty are accomplishing on our campuses.</p>

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<p>What are your three highest priorities for the Board of Regents and the Nevada System of Higher Education?</p>	<p><b>Brown:</b></p> <ol style="list-style-type: none"> <li>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.</li> <li>2. Make sure the NSHE budget mirrors the state’s higher education needs, cutting programs and wasteful spending when necessary</li> <li>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</li> </ol>	<p><b>Brager:</b> 1) End the meddling and micromanagement at the Board level of the Chancellor and institution Presidents. We must continue to hire world-class administrators and educational leaders but then, most importantly, let them do their jobs unobstructed.</p> <p>2) Improve affordability of community college. I support the plan to enhance the Nevada Promise Scholarship and make community college “free” to all qualified Nevadans.</p> <p>3) Support the employees of the system from top to bottom. As a former school employee and then school Trustee, I have seen first-hand the direct effect that properly supporting education employees has on their ability to deliver quality education in classrooms. I support faculty, staff and administrators in efforts to achieve higher pay and improved benefits.</p>	<p><b>Crawford:</b></p> <ol style="list-style-type: none"> <li>1) Properly funding rural institutions.</li> <li>2) Expand and create college programming opportunities.</li> <li>3) Bring credibility back to the board by redefining working collectively with staff, presidents, students, board members, and chancellors.</li> </ol>	<p><b>Downs:</b></p> <ol style="list-style-type: none"> <li>1) Create and encourage policies that enable institutions to create programs to better serve the needs of students and industry.</li> <li>2) Represent the people of District 11, and Nevada as a whole, and their values to the Board of Regents on upcoming policies taken by NSHE.</li> <li>3) Represent the values of the people of District 11, again and Nevada as a whole, as we search for a new chancellor, one whose values reflect that of the people of Nevada.</li> </ol>	<p><b>Goodman:</b></p> <ol style="list-style-type: none"> <li>1) I would like for there to be a synergy between higher education and economic development. Identifying emerging industries and ensuring that we have the programs to train and educate our students to work in those fields is imperative for economic diversification.</li> <li>2) Ensure that our higher education system is equipped with a robust budget that encourages innovation and allows faculty and students to reach their maximum potential.</li> <li>3) Ensure that all students and faculty feel that their right to free speech on campus is respected and protected.</li> </ol>
<p>The NSHE state budget was cut in 2020 and 2021 versus pre-pandemic levels. As a regent, how would you address budget shortfalls?</p>	<p><b>Brown:</b></p> <p>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</p>	<p><b>Brager:</b> For the past few Legislative sessions, the relationship between Regents and Legislators has been hostile. That’s the most sure way to have our budgets continue to be decimated. What we have to do is work together in 2023 and advocate, in a positive fashion, in support of more funding to produce world-class graduates.</p>	<p><b>Crawford:</b> I have a unique reach with government, federal congressional leaders, and community members with my task force work, as a high leverage principal, and military service member. I have success creating budgetary changes by sharing impact stories that leverage change. I plan to use this forum to</p>	<p><b>Downs:</b> I will work to restore funding to pre-pandemic levels. This may require utilizing the reserves NSHE holds. As an alternative, I would focus on the programs and faculty impacted by the cuts and work to redirect funding from administrative services to these areas. The</p>	<p><b>Goodman:</b> It is imperative to lobby the Legislature and work with our lawmakers to help them understand the need and importance of a robust budget for higher education. I have found that the power of awareness and education is incredibly important. The problem gambling community faced a 75% budget cut in 2020. As</p>

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	towards the bottom of graduation and workforce readiness lists.		build relationships with policy makers and constituents to understand the impact of higher education to fight for budget support. My résumé shows that this has been successful because I created paraprofessional education Pathway programs across Nevada and I have federal bills that have been supported with \$6 billion and state bills that have been funded at \$10 million. My life's work is to create opportunities. I will work day and night to fix the budget shortfalls.	primary mission of NSHE is to offer instruction and research.	the head of the Legislative Committee for the Advisory Committee on Problem Gambling, we worked together to inform the legislators of the importance of this budget and specified the need with human stories. The result - we recouped the majority of that budget cut. Additionally, I think when the state woos a multi-billionaire like Elon Musk we should have the discussion about funding programs, and internships in a way that puts corporations in a space where they are invested in our state. We need to step out of our silos and always be thinking about ways to improve our higher education system.
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?	<b>Brown:</b> 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.	<b>Brager:</b> We've relied too heavily upon raising student fees and tuition to bridge budget gaps. I would advocate for a revisiting of the funding formula to provide additional funding, but also more equitable funding for community college students and non-degree-seeking individuals.	<b>Crawford:</b> I am proud that the state of Nevada has some of the lowest tuition rates within our country. In order to increase access, we should not increase rates for students. An alternative way to advocate for funding is having future employers pay for educational training.	<b>Downs:</b> This is the big question, and I would like to address the premise. I think we should look at changing that level of support we have been getting from the state. We offer high quality programs in Nevada and the legislature needs to be made aware of it. As with all things, yes, tuition can go up. However, I would like to see more effort be made to educate the legislature about the opportunities we have to give to Nevada. Another funding alternative that I would support is to work with industry to form public-private partnerships in which the industry	<b>Goodman:</b> On a national scale, tuition for our higher education system is very competitive - this is an incredible bonus and an advantage for our state. Passing the cost to the students should be a last-ditch effort. However, it is imperative to ensure that our system remains robust and well-funded. I would look to the private sector, create programs that benefit new industries coming to our state so that industry is compelled to participate in the training and education of our students.

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				contributes to the cost given the benefits they will receive.	When I was Chief of Staff for Mayor Oscar Goodman, I spearheaded his effort to bring business to the downtown core. Everyone said it could not be done but we found ways to captivate the attention of business and get them to commit to being a part of a renewed downtown. The Board of Regents needs new ideas and individuals willing to execute those ideas.
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?	<b>Brown:</b> 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.	<b>Brager:</b> I support breaking up the System into a University System and a Community College System. The needs and goals of these students are so vastly different and the institutions have long played a game of “Robbing Peter to pay Paul”. Separate governance systems could be achieved with the same number of administrators as we have today and both systems would be lean and streamlined, instead of a top-heavy giant.	<b>Crawford:</b> As an advocate for rural communities, I believe we need to increase rural programming by having a weighted funding formula that provides additional funding for rural communities because they are traditionally underserved.	<b>Downs:</b> This is a challenging balancing act. NSHE needs to serve the needs of Nevada as a provider of workforce training, a critical element in overcoming unemployment in the state. NSHE also needs to grow its brand as a research region with UNR, UNLV, and DRI. So, funding must be available to make all of this happen. Does the current funding formula work, some say no. This should be reexamined to determine how to best serve Nevada. Working with the legislature will also help to alleviate this struggle.	<b>Goodman:</b> When I took the position as Executive Director of the Dr. Robert Hunter International Problem Gambling Center, I had a background in gaming advertising. My knowledge of problem gambling was menial. Now, I can speak to any expert in the world on this issue and my commentary is backed by data and human experience at our center. At this moment, without having all the information in front of me, I can’t possibly know all the needs of the varied institutions and make an intelligent decision on how I would balance these needs and limited resources. I can tell you that diving deep into budgets, visiting campuses and immersing myself into these institutions will give me the knowledge needed to make intelligent decisions that balance needs and allocate the given resources in the best manner

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					possible. Questions to ask: Who will benefit most from the allocated resources? How can these resources impact the most students? How best will the resources positively impact faculty?
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?	<b>Brown:</b> 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.	<b>Brager:</b> As I said before, the solution to me seems simple - no more meddling by regents in the day-to-day operations of the institutions. Specifically, Regents must be made to stop interfering with the Chancellor and the institution Presidents immediately. At my first meeting, I will call for a binding resolution to that effect.	<b>Crawford:</b> I am very upset about the work that has stopped due to conflict. As a school system and military leader, I facilitate system changes by creating collective goals and checks for maintaining those goals. I would address the issues by facilitating work sessions with constituents and board members to create institutional changes with targets maintained with deadlines.	<b>Downs:</b> First, we need to bring in a Chancellor who will be able to work within the framework we have, while bringing NSHE into the national stage. Next, we need to improve and strengthen the relationship between the regents and the legislature. We also need to improve morale of employees by creating better working conditions for the employees. All these together will create a system that can grow and not be playing defense.	<b>Goodman:</b> We all need to listen and get back to center. This is a nonpartisan position and although your opinion may reflect your political views, we need to step back, listen, be willing to come to consensus with those whom we may disagree with and realize the core of what the regents do is make thoughtful and educated decisions that best affect the students and faculty. Period. It is imperative to always go back to that core ideal. The news should always be focused on students, faculty, programs, research and everything great about higher education.
As a Regent, how would you address issues with the recruitment and retention of faculty and staff?	<b>Brown:</b> 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	<b>Brager:</b> Better pay, better benefits and a more inviting workplace. How do we get there? See [next question].	<b>Crawford:</b> As a school leader I have 100% staff retention and staff that is on a waiting list to work at my school. All of this was done by identifying barriers. This week I asked my staff everything our institution is doing wrong. We are improving our school by bridging gaps. I serve on the state task force for recruitment and retainment and I have learned that people leave bosses before they leave	<b>Downs:</b> This is a crucial issue for us at WNC. NSHE needs to fund its faculty and staff better. Living in Nevada is great, but it is becoming more and more challenging to afford this life. NSHE needs to make it a priority to increase all faculty and staff (below executive level) salaries to retain our current employees and consequently attract new faculty and staff to our institutions. A new faculty member	<b>Goodman:</b> Just like we handle this in the private sector and the nonprofit sector. I come from a business background that values employees. There is something to be said about a human connection. Faculty and staff are not mere numbers, they are humans in a valiant field where they hold education dear. This must be appreciated and rewarded. Having such an attitude is a piece of the

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	provide opportunities for every voice to be heard and engaged in order to enhance our institutions.		jobs. A close second is pay, healthcare, and benefits. I pledge to bridge barriers while also advocating for sustainable pay.	in Carson City cannot live on \$52,000 a year.	solution but also, competitive salaries and benefits are vital. Incentivizing those who consistently outperform is also an effective tool I have used in the past. The faculty and staff do the heavy lifting, as the fiduciary over the higher education system, it is our job to ensure that they feel valued.
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?	<b>Brown:</b> I support collective bargaining.	<b>Brager:</b> Since I began my career in public service in 1994, I have a 100% record of support for public employee contracts. Moreover, I feel that every employee, up until they promote into management, should be represented by a Union. Bargaining collectively allows for “strength in numbers” that no single employee could ever achieve. Professional employees at NSHE institutions deserve the same rights, benefits and protections.	<b>Crawford:</b> I am a huge advocate for collective bargaining. I am in the union. My parents are in the union. My husband is a 5th generation union ironworker. Anytime someone is against collective-bargaining, they are for taking care of themselves and not employees. Collective bargaining is a recruitment and retention measure that spills over and greatly impacts the world around us by creating a quality of life. We can pay our employees correctly or we can pay for them with government assistance. Collective bargaining is better for our world.	<b>Downs:</b> I support legislation to have collective bargaining rights for NSHE professional employees in statute. Those who know me know that I am an avid supporter of collective bargaining. I am, in fact, the lead negotiator for the WNC chapter of the NFA and we are currently in negotiations for a new contract. Having a collective bargaining agreement helps create a work environment in which the employees have some input. This can result in increased morale and more committed employees. My hope is that more institutions within NSHE seek this relationship to have more say in their working conditions. I also would like to see NSHE become more supportive of collective bargaining.	<b>Goodman:</b> Everyone has the right to organize and bargain. I would need to read the bill to determine if it is something I would support.

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<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><b>Brown:</b> 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><b>Brager:</b> As it relates to any future crisis, including a pandemic, the solution for avoiding future issues is the same. Regents have no business interfering with crisis planning and that alone was the primary driver for the seeming chaos that occurred within the System during the pandemic.</p>	<p><b>Crawford:</b> Regents need to be focused on fiscal needs and policy. The health mandates should be dictated by the state and supported within the institution. If I am a regent, I will take the mandates as given and continue the work needed from the board.</p>	<p><b>Downs:</b> If it is warranted to return to remote learning, I support doing so. However, this should only be done in extreme circumstances. As we have seen with the Omicron variant, cases have dropped significantly and many people have been vaccinated or have natural immunity, or both. The Board of Regents will need to weigh the diminished level of education that has occurred in the past (and that we faculty have experienced with students coming to us now), with the actual threat and likelihood of on campus transmissions. At WNC, we could never point to an on-campus transmission vector throughout the pandemic. Procedures on campus were in place to minimize this possibility.</p> <p>If we need to return to remote learning due to pandemic or other concerns, the system will need to be prepared to support faculty and students to ensure quality education with academic integrity is being provided and maintained.</p>	<p><b>Goodman:</b> Move forward with action that is in the best interest of the students and faculty. Follow the science and make effective decisions to benefit the whole. At the same time, this can be a slippery slope. It is imperative to remember that if you are not endangering your fellow American, let people make their own decisions.</p>
<p>Do you support or oppose allowing the concealed or open carry of firearms on NSHE campuses?</p>	<p><b>Brown:</b> 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.</p>	<p><b>Brager:</b> I am opposed to allowing guns on campus.</p>	<p><b>Crawford:</b> Conceal and carry should be dictated by the government and supported within the institution. If I am a regent, I will take the mandates as given and continue the work needed from the board. With recent school shootings, I support strict gun laws</p>	<p>I see this as an issue that the state legislature would need to consider if changes were to be made, not the Board of Regents. The Board of Regents does not have the authority to change Nevada Revised Statutes which governs this issue. I am open to having an</p>	<p><b>Goodman:</b> Absolutely not. I am a gun owner but do not feel that guns belong on a NSHE campus. I find it outrageous that this is even being contemplated. We must get back to basics. Walk the campus, identify unsafe spaces, light it effectively, work with campus</p>

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			and removal of assault weapons.	academic conversation about this issue, but I do not see it being in the purview of the regents to determine.	public safety and find an alternative solution. Guns are not the answer.
<p>Would you support or oppose a policy to regulate discussion of or teaching about divisive topics such as Critical Race Theory on NSHE campuses?</p>	<p><b>Brown:</b> 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.</p>	<p><b>Brager:</b> There should be no policy enacted that would have the effect of chilling free speech and limiting academic discourse, regardless of the subject matter.</p>	<p><b>Crawford:</b> The beauty of higher education is learning who you are and what you believe in. Exposure does this. Creating any policy that regulates discussion within academia is uncalled for. For this, I would oppose policy that regulates discussion of critical race theory or any theory.</p>	<p><b>Downs:</b> As a proponent of Academic Freedom, I do not support the regulating of topics taught. However, Academic Freedom has limits. In a math class, I cannot teach English topics, unless there is a unit on the language of math in literature. From my understanding, though, most courses already contain content that needs to be covered. If a department chooses to offer a course on Critical Race Theory, I support making the syllabus available for students prior to enrollment, if possible, so they can know what to expect.</p>	<p>Isn't a college campus supposed to be a space where one can talk about everything as long as it is done respectfully and intelligently? Regulating discussion is unAmerican. I would welcome those discussions as long as both sides are respectful and allowed to speak without fear of retaliation.</p>
<p>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?</p>	<p><b>Brown:</b> 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</p>	<p><b>Brager:</b> We must end the meddling and micromanagement at the Board level of the Chancellor and institution Presidents. We have to continue to hire world-class administrators and educational leaders but then, most importantly, let them do their jobs unobstructed.</p>	<p>I believe that a regent needs to focus on voting on policies, budgets, and hiring or presidents and not micromanaging institutions. We should also be a safe place where constituents can bring concerns and ideas to a regent.</p>	<p><b>Downs:</b> The Board of Regents needs to hire an effective Chancellor who will take charge of the leadership of the eight institutions. College and University presidents do not need to worry about pleasing one Chancellor and 13 Regents. Instead, they should work with the Chancellor who will manage the presidents. The key here is, though, that the Chancellor show leadership in this area.</p>	<p><b>Goodman:</b> I am not a micromanager. You hire a President to handle his or her institution. If there is something that reflects the President's inability to run the institution effectively, then there needs to be a discussion. Besides that, I think The Board of Regents should simply work to support the goals of the Presidents.</p> <p>Let people do their jobs. I have always been smart enough to know when I am not the expert and to</p>

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	<p>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.</p>				<p>that end, I have brought in the experts to do the work. Presidents of universities have completed schooling that is significantly more advanced than my bachelor's degree. Hire well. An astute Navy Admiral said, "Sometimes a good Plan B is a better Plan A."</p>
<p>What are your top criteria for choosing a Chancellor?</p>	<p><b>Brown:</b> 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.</p>	<p><b>Brager:</b> Experience, leadership and consensus-building are the key traits I would be looking for if I were in a position to help choose a Chancellor.</p>	<p><b>Crawford:</b> We need to hire a Chancellor with a solid 5 year plan for creating opportunities and expanding our programming. We need to hire a chancellor that collectively brings people together with identifying systematic issues by talking frequently to constituents and enacting change. We need to hire a chancellor that works for our institutions that is a leader and visionary.</p>	<p><b>Downs:</b> A Chancellor serving in Nevada needs to be able to represent the system well. During the legislative session, the Chancellor should have some visibility with the legislature. The Chancellor should also take control of the leadership within NSHE and be sure the presidents of the respective institutions have a positive relationship with their faculty and staff. Too many chancellors that I have seen focus on maintain the campus leadership despite issues that are ongoing. The Chancellor should also be innovative and forward thinking. It is important to seize opportunities when they become available and help bring Nevada Higher Education to the forefront. Instead of playing catch-up, Nevada can be seen as the leader.</p>	<p><b>Goodman:</b> Someone who is skilled in diplomacy, understands the needs of the system, is able to work with the business community, focus on education innovation and be a strong advocate of all NSHE institutions.</p>

Question	Heather Brown RD6	Susan Brager RD7	Shelly Crawford RD8	Jeffrey Downs RD11	Stephanie Goodman RD13
<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><b>Brown:</b> 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><b>Brager:</b> I find their proposed solution to be confusing and anti-democratic. Moreover, I don’t find the process to be broken. If Regents simply stopped interfering and went back to, exclusively, guiding the overarching vision and course of the System, world-class higher education in a drama-free environment would be instantly achieved.</p>	<p><b>Crawford:</b> I will support what is decided by the voters. I am in support.</p>	<p><b>Downs:</b> I am opposed to removing the Board of Regents from the Nevada State Constitution. The existence of the Board of Regents allows the people of Nevada better access to the direction that NSHE takes. Removing this governing body will negatively impact Nevadans and create an even more insulated body. We have the opportunity to affect the board makeup every two years, we need to retain this level of impact.</p>	<p><b>Goodman:</b> I am against the amendment. I firmly believe that we should reserve amending the Nevada Constitution for issues that are of utmost human importance, issues that significantly impact our citizenry. I believe the framers of the Nevada Constitution had it right when they created the Board of Regents to ensure academic freedom. Although there have been negative news stories of late, under the oversight of the Board of Regents, the higher education system has continually improved. Our state has two Research 1 institutions! In the last 10 years, we have had a 40% increase in diploma and certificate awards. Finally, the Board of Regents is already under considerable scrutiny and subject to legislative oversight which ensures accountability. The Legislature can investigate any financial management issues and ultimately, they control the purse strings for the NSHE budget.</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 <a href="#">1940 Statement of Principles of Academic Freedom and Tenure</a>?</p>	<p><b>Brown:</b> Yes.</p>	<p><b>Brager:</b> Yes</p>	<p><b>Crawford:</b> Yes</p>	<p><b>Downs:</b> Yes. This is a core issue for me. I have verified it is in the current contract that I am negotiating with NSHE on behalf of NFA for WNC.</p>	<p><b>Goodman:</b> Yes</p>