Summary of UNLV education collaborations with other NSHE Institutions September 10, 2012

- 1) Educational Collaborations (formal)
 - a) The **UNLV Division of Educational Outreach (DEO)** participates in the following collaborative efforts with other NSHE institutions:
 - i. DEO is a member of the Southern Nevada Higher Education Consortium, which is comprised of 15 institutions including College of Southern Nevada and Nevada State College as the other NSHE institutions involved. The main purpose of the group is to be an educational resource to the community and student recruitment. In addition to quarterly meetings, DEO attends education fairs at local government agencies, organizations, and businesses, such as the FBI, Las Vegas Metropolitan Police Department, Cirque de Soleil, ExpressScripts, and Stephens Media/Las Vegas Review Journal.
 - ii. UNLV's Online Education unit collaborates with others through the Nevada Learning Network (NLN) on consortium agreements for technology. As part of this effort, UNLV Online Education and Nevada State College Online Education are discussing collaborations for the future in faculty development events.
 - iii. DEO's Cannon Center for Survey Research conducts the southern Nevada land line portion and the Nevada cell phone portions of the surveys for the NSHE contract with the US Centers for Disease Control and Prevention Behavioral Risk Factor Surveillance System (BRFSS). UNR's survey center handles the northern landline portion. Please see #3 – Collaborative Research and Graduate Education - below for a more complete description

b) College of Education -

- Teacher educators from UNLV, UNR, CSN, TMCC, GBC, and WNC form the membership of the Nevada Association of Colleges of Teacher Education. A statewide conference of the organization will be held in Las Vegas in October 2012.
- ii. UNLV College of Education's Department of Educational and Clinical Studies (ECS) offers an Early Childhood Program through Great Basin College where students receive their degrees from UNLV but remain at Great Basin.

c) UNLV College of Sciences

 The Center for Urban Water Conservation is a collaborative arrangement between UNLV and UNR's Cooperative Extension. The UNLV Center Director, Dr. Dale Devitt, has

Summary of UNLV education collaborations with other NSHE Institutions

September 10, 2012

- organized an ongoing summer lecture series run with the help from UNR Cooperative Extension's Master Gardener program.
- Over the last 10 years, Dr. Devitt has published multiple peer reviewed scientific articles with Cooperative Extension faculty as co-authors and also participated in publication of over 100 Extension articles, fact sheets and Extension bulletins that are distributed to the citizens of Nevada.
- ii. UNLV and UNR Geoscience faculty offered summer in-service workshop for Nevada earth science teachers focused on local geology and climate change from 2007 through 2011.
- iii. UNLV Geoscience faculty member David Kreamer has been a participant in the UNR-DRI Hydrologic Sciences graduate program for 21 years (1991-2012).
- iv. NIH INBRE works between UNLV, UNR, UNSOM, CSN, NSC and TMCC to support the development of biomedical research across the state of Nevada. Additionally, this program supports UROP programs at UNR and UNLV, biomedical pipeline programs at CSN and TMCC and undergraduate research activities at NSC.

d) UNLV Libraries

- i. On August 1, 2012 participated in the 1st Nevada Academic Libraries Virtual conference as the first of what is intended to be an ongoing venue for communication among the academic librarians at NSHE institutions, with particular attention to library instruction programs and practices.
- ii. In August 2012, UNLV Libraries' Dean Patricia lannuzzi presented a workshop for librarians at the University of Nevada Reno Library on *Contributions to Student Learning: A Practical Approach*. At the workshop, Dean lannuzzi guided library faculty through visualization and planning exercises on the three aspects of their educational role: direct instruction of learning outcomes; partnering to ensure learning outcomes are embedded in classroom assignments and courses; and planning for places in the curriculum to make the most impact.

e) NSF EPSCoR -

 The Undergraduate Research Opportunity Program (UROP) supports students from any NSHE institution, performing research

Summary of UNLV education collaborations with other NSHE Institutions September 10, 2012

under the mentorship of a faculty member from one the three research institutions (UNLV, UNR, DRI). The UROP program has a summer session and an academic year session. Students can be majoring in any subject. However, at least half of the awards are given to projects that are related to climate change. The UROP program runs from 2008 to 2013. Every April we hold a Nevada Undergraduate Research Symposium (NURS), where undergraduate students from any area (not limited to STEM) can present. The NURS alternates location between UNR and UNLV. In the most recent April (2012) NURS was held at the same time as the Festival of Communities.

- ii. NSF EPSCoR Summer institute in climate change for K-12 teachers, primarily middle school teachers, delivered as professional development in the summer. UNLV faculty member Patricia Mynster developed and taught the class. The institute was advertised through the two partner institutions, UNR and DRI.
- f) NSF Research Experience for Undergraduates (REU) program REU has been operating for 30 years. It supports 10 undergraduate physics majors from outside UNLV, recruited nationally. Nevada students from outside UNLV are eligible. UNLV has supported a student from UNR and more recently a student from CSN. Students perform physics and astronomy research at UNLV, using the UNLV facilities, as well as facilities at a Dept of Energy Laboratory (the Advanced Photon Source at Argonne National Laboratory in Illinois). At the end of the summer, UNLV holds a poster session open to students in any STEM area supported by any agency. The closing poster session typically has 40-50 students presenting posters.

2) Joint degree programs and partnerships

- a) Joint **UNLV and UNR Schools of Nursing** jointly operate the Doctor of Nursing Practice (DNP) program. UNLV and UNR each teach 1/3 of the credits in the program and co-teach 1/3 of the credits, the doctoral project. The first class graduated this Spring and the third class was just admitted this fall.
- b) Joint UNLV and UNR Schools of Community Health Sciences offer a joint PhD degree in Public Health. Students enrolled in the program can take courses at UNLV and UNR. Faculty at both UNLV and UNR chair students' dissertation committees. Students and faculty participate in collaborative research projects. Students earn the degree from the institution at which their faculty advisor and research efforts are located.

Summary of UNLV education collaborations with other NSHE Institutions September 10, 2012

- c) Partnership UNLV and CSN are partnering with the National Park Service (U.S. NPS) to jointly train NPS uniformed officers in Criminal Justice. Officers take a semester at CSN's police academy as part of their studies for a UNLV Criminal Justice Bachelor's degree
- d) Partnership **UNLV's College of Education** works in collaboration with Clark High School, the College of Southern Nevada, and Nevada State College to deliver coursework for students enrolled in the Teacher Academy at Clark High School (TEACH). Students enrolled in TEACH plan to pursue a career in education and are future teachers, librarians, and school counselors. Students participating enroll in courses at UNLV, CSN, and NSC for up to 12 undergraduate credits.
- e) Partnership **UNLV's Water Resources Management** Master of Science program operates through the collaboration of faculty from UNLV and DRI, who have taught courses and participated in student graduate committees.

3) Collaborative Research and Education

- a) Jointly funded statewide contract The UNLV and UNR Schools of Public Health are now jointly operating the \$700,000 state contract from the US Center for Disease Control (CDC) for the Behavior Risk Factor Surveillance System (BRFSS). Expenses and indirect cost recovery are shared. The survey, conducted every two years by random digit dialing of land and mobile telephone numbers, generates data that is analyzed and reported to the US CDC on behavioral risk factors such as drug, tobacco and alcohol use. UNLV and UNR each have a faculty member who serves as project director, one for the south and one for the north. UNLV and UNR call centers generate the data, and UNLV and UNR faculty and graduate students analyze and work up the data for the CDC report.
- b) Literacy and Mathematics Faculty members from UNLV's Department of Teaching and Learning along with Science faculty from College of Southern Nevada recently received a \$130,000 Nevada Collaborative Teaching Improvement Program (NeCoTIP) grant to conduct research and to provide professional development to teachers in Clark County School District.
- c) Climate Change Research, Education, and Outreach This is a \$15,000,000 research project sponsored by the National Science Foundation with participation from UNLV, UNR, DRI, and NSC. The focus is on building the capacity to address issues associated with climate change research impacts in Nevada.
- d) **Nevada Renewable Energy Consortium (NVREC)** This is a collaboration between UNLV, UNR, DRI, CSN, and TMCC to build capacity in research,

Summary of UNLV education collaborations with other NSHE Institutions

September 10, 2012

education, and outreach related to renewable energy in the state. This is funded by the Department of Energy.

e) Unmanned Aerial Systems Initiative and Proposal – This is an initiative that involves the State Office of Economic Development, UNLV, UNR, and DRI to get Nevada designated as a testbed for unmanned aerial systems. A proposal will be developed for support from the Federal Aviation Administration.

4) Support for other NSHE institutions' programs

- Faculty in the UNLV Department of Educational and Clinical Studies (ECS) serve as clinical supervisors for counseling students at Great Basin College and its satellite centers.
- b) **UNLV's ECS** offers an Early Childhood Program through Great Basin College where students receive their degrees from UNLV but remain at Great Basin.

5) Service on statewide bodies supporting education

- a) UNLV's College of Education Associate Dean is awaiting Governor Sandoval's appointment to serve on the Commission of Professional Standards representing NSHE institutions.
- b) UNLV College of Education Associate Dean is currently serving on a Teacher Licensure Testing Program Task Force along with other faculty from UNR and Nevada State College.
- c) UNLV Division of Research and Graduate Studies The Vice President for Research and the Business Development Officer sit on two Sector Workforce Devleopment Councils (Green Sector Council and IT Sector Council) as part of the Governor's Workforce Investment Boards.

6) Informal collaborations and conversations

- a) **UNLV' College of Education** is partnering within NSHE and the Nevada Department of Education creating an informal summit in order to improve information exchange between all NSHE institutions and the Nevada Department of Education.
- b) **UNLV's College of Education** participates in ongoing conversations with counterparts at University of Nevada Reno and Nevada State College regarding issues related to teacher licensure.

Summary of UNLV education collaborations with other NSHE Institutions September 10, 2012

c) **UNLV Division of Educational Outreach** Community2Campus team, along with representatives from Nevada State and CSN. participated (along with the Academic Success Center) at a Las Vegas Fire Fighter Unit educational fair August 14 and 15 at the training center.

7) Articulated degree programs

- a) UNLV and CSN have a 2+2 agreement in Public Administration. CSN students completing the Associate in Applied Science degree in Fire Science Management earn a credit towards a UNLV Bachelor of Arts degree in Public Administration Fire Safety Administration concentration.
- b) UNLV and CSN cooperatively implement a 2+2 program designed to increase the number of baccalaureate degree level student prepared as elementary, secondary, early childhood, and special education teachers. Students take their general education requirements at CSN and then transfer to UNLV.

8) Jointly offered and developed courses

a) **UNLV College of Education** - EDU 203, Introduction to Special Education, was developed jointly with UNLV/Department of Educational and Clinical Studies and College of Southern Nevada to include required materials and assignment.

9) Shared facilities use

a) The Clinical Simulation Center of Las Vegas (or CSCLV) is a 31,000 sq ft facility that opened at the Shadow Lane Campus in August 2009, and is shared among the University of Nevada - Las Vegas School of Nursing, Nevada State College School of Nursing, and University of Nevada School of Medicine. The center is self-funded. Nursing students at all three institutions use the CSCLV to learn how to monitor and respond to patient health needs in a realistic setting.

10) Course numbering

UNLV participates in system-wide common course numbering efforts. UNLV's Dr. Gayle Juneau was recently designated the System team leader for this effort. UNLV administrators and faculty meet with their NSHE counterparts to evaluate course descriptions and, if they are determined to be greater than 80% common, to agree on a common number, title and description.

Summary of UNLV education collaborations with other NSHE Institutions September 10, 2012

11) Advising, transfer and articulation

UNLV and CSN have been meeting regularly to update the articulation agreements and transfer contracts for all UNLV bachelor's degree programs to reflect changes in the most recent CSN catalog and UNLV undergraduate catalog.

12) Graduate committee service

UNLV master's and doctoral committees in the Colleges of Engineering, Sciences and Math and Urban Affairs have benefitted from the participation of DRI faculty.

UNLV committees for the joint Public Health PhD are jointly staffed by UNLV and UNR faculty.

UNR

Collaboration Between the University of Nevada, Reno And Other NSHE Institutions

Community Colleges:

- Articulation agreements: For many years the University of Nevada, Reno has
 participated in articulation agreements between the university and each community
 college. These agreements entail a semester-by-semester set of courses which will fulfill
 a four-year degree, in a number of fields, with the first two years at the community
 college and the final two years at the university. These articulation agreements have
 been improved continually as more emphasis has been placed on better and clearer
 pathways to graduation.
- 2. Co-Admission: In March, 2012, after two years of planning between community colleges and the university, the Board of Regents adopted a new Co-Admission policy. The program permits a community college student with a desire to continue on to a four-year degree to seek admission to the university as soon as the student passes a core math and a core English class. The student continues to work at the community college with advisors from both the community college and the university. The purposes are to assure that all classes attempted apply toward the four-year degree and to stimulate students to maintain a four-year degree goal during the community college years. This new policy is being implemented in fall, 2012 between the University of Nevada, Reno and Great Basin College, Truckee Meadows Community College, Western Nevada College, and the College of Southern Nevada.
- 3. Northern Nevada teaching collaboration: The four northern Nevada teaching colleges are working together to determine how to deliver educational programs in rural communities with limited college opportunities. Two pilot communities are under discussion (Hawthorne and Battle Mountain) which will include: interactive video delivery of courses by Great Basin College, Truckee Meadows Community College, Western Nevada College and the University of Nevada, Reno, and co-location of a credit-course delivery site and a Cooperative Extension County office for non-credit educational experiences. This is an early stage project.
- 4. Several University of Nevada, Reno faculty participate in the small farm conferences put on by the Specialty Crop Institute of Western Nevada College.
- 5. The College of Business at the University of Nevada, Reno works with the Department of Business at Truckee Meadows Community College on a successful transfer program between the two units, including advisor, faculty, and administrator visits on special event days at TMCC.
- 6. University of Nevada, Reno faculty have joined faculty of Truckee Meadows Community College in designing successful pathways for Washoe County School District students to complete programs at TMCC and the University. The Superintendent of Washoe County School District and the Presidents of TMCC and UNR meet monthly to discuss issues and actions to address the issues. Currently, the three institutions are working together to implement Signature Academies for specialized learning and career preparedness,

testing math and English skills, and delivering training to Washoe County School District teachers to deliver college remedial education courses during the senior year of high school with a purpose of reducing the need for remedial education in college and university years.

Desert Research Institute:

- Nevada Renewable Energy Consortium (NVREC)(provided by DRI):
 The NVREC is supported by federally directed funding that was brought forward by Senator Townsend in conjunction with Senator Reid. The Consortium is an association of the three Nevada System of Higher Education (NSHE) research institutions (DRI, UNLV, UNR), along with participating Nevada community colleges. Overall project management is conducted by DRI. The Principle Investigators are Chancellor Klaich and President Wells. Specific objectives of the Consortium include the following:
 - a. Increase competitiveness of NSHE's research institutions in national renewable energy research by fostering collaboration.
 - b. Develop a strategic plan for future growth based on an NSHE inventory of research capabilities, facilities, plus educational and outreach programs.
 - c. Expand outreach, training, and workforce development programs with participating community colleges.
 - d. Build partnerships with industry and enhance opportunities for expanding the economic impact of renewable energy programs in Nevada.
 - e. Increase Nevada's commercialization, economic analysis, public policy, and outreach capabilities in renewable energy.

Over the duration of the program, 24 collaborative research and 3 education/workforce development projects involving two or more NSHE institutions have been supported.

- 2. Walker Basin (provided by DRI):
 - DRI and UNR faculty have collaborated on a research program in the Walker Basin to save Walker Lake through the lease or purchase of water rights from willing sellers while maintaining a strong agricultural community. This collaborative research program was supported by funding from Desert Terminus Lakes funding through the Bureau of Reclamation. More than 120 DRI and UNR faculty, students and staff have worked on this ongoing program which began in 2006. Examples of cooperative research efforts in the Walker Basin include:
 - a. Developing a decision support tool (DST) model that is used by all entities for evaluating surface water flow from the headwater areas, routing water throughout the valleys in the Walker basin; groundwater and surface water interaction in the basin, and how much water from potential purchase of lease of a water right would make it to Walker Lake.
 - b. Evaluating the economic impact and strategies of water rights acquisitions or leasing.
 - c. Evaluating the viability of growing alternative lower-water-use crops in the basin and how to re-establish vegetation on land where water would be removed to prevent erosion and invasion of noxious weeds.

- d. Determining the health of the river and lake ecosystems and how changes in river flow rates would affect the aquatic communities of the Walker River.
- 3. Lake Tahoe (provided from DRI):
 - DRI and UNR faculty have collaborated on a number of research projects designed to address relevant environmental issues in the Tahoe Basin, including the declining water clarity of Lake Tahoe. These efforts have been supported by a variety of federal, state and regional funding sources. In addition to the collaborative research activities, two DRI and two UNR faculty are members of the Committee of Scientists (COS) for the Tahoe Science Consortium. Examples of cooperative research efforts in the Tahoe Basin include:
 - a. Providing data and strategic support to Lake Tahoe Basin resource management agencies.
 - b. Developing a scientific plan for evaluating near-shore lake conditions and tracking changes with implementation of management practices.
 - c. Assessing the environmental effects from wildfires and controlled-burn practices used in forest thinning.
 - d. Studies of invasive aquatic and terrestrial species on natural resources and water quality.
 - e. Supporting graduate and undergraduate student projects with collaborating DRI and UNR faculty.
 - f. Working with Cooperative Extension faculty in development of educational and outreach materials.
 - g. Supporting and planning the biennial Lake Tahoe Science Conference, which this year included 355 attendees from around the country with 125 presentations (27 from DRI and 26 from UNR).
- 4. Experimental Program to Stimulate Competitive Research (EPSCoR)(provided by DRI): DRI is collaborating with UNR and UNLV on the current National Science Foundation EPSCoR grant to the Nevada System of Higher Education to study climate change and its effects on Nevada. The grant funds science, education and outreach at DRI, Nevada State College, UNLV and UNR. The climate-change project is a statewide interdisciplinary program exploring the effects of regional climate change in Nevada. The long-term collaborative partnership between the NSHE institutions expanded the academic research and development enterprise and improves student education in science and technology.
- 5. Mojave Desert Long-Term Nevada National Security Site Monitoring (provided by DRI): DRI, UNR and UNLV collaborated on two large projects conducted at the Nevada Desert Research Center (NDRC). These projects included a FACE (Free-Air CO2 Enrichment) study (Nevada Desert FACE Facility, NDFF), which examined the effects of elevated CO2 on the Mojave Desert ecosystem and a Mojave Global Change study (Mojave Global Change Facility, MGCF), which examined the effects of other predicted climate change factors, namely nitrogen deposition, crust disturbance, and increased summer precipitation. Although no new research is currently funded for research at NDRC, plots are being maintained for future potential research.
- 6. Nevada Bureau of Mines and Geology (NBMG)(provided by DRI):

DRI partnered with the NBMG, a University of Nevada, Reno statewide program, to house its publication sales and information services on DRI's campus. A newly constructed building on DRI's northern campus, the Great Basin Science Sample and Records Library, houses the NBMG as well as the office of the Geological Society of Nevada and the Nevada Petroleum Society. The partnership provided DRI space for its research collections and access to databases and sample collections. DRI also has partnered with NBMG on geologic mapping.

7. Graduate Education:

DRI faculty participate in graduate education in University of Nevada, Reno degree programs. UNR and DRI jointly manage the Atmospheric Sciences and Hydrology interdisciplinary graduate programs and UNR hires DRI faculty to teach 5 to 7 courses per year. DRI faculty also participate in interdisciplinary graduate programs in Environmental Sciences and Cellular and Molecular Biology. DRI faculty financially support graduate student research, serve on graduate student committees, and serve as principal advisors for graduate thesis projects.

8. Communications and Government Affairs (provided by DRI):
There are two areas where DRI has had and continues to have good collaboration with
UNR related to communications and government affairs. These relate to research in the
Walker Basin and ongoing projects at Lake Tahoe.

a. Walker Basin

Beginning in 2006 and running through 2010, Jane Tors (UNR) and Greg Bortolin (DRI) co-chaired the communications responsibilities for the Walker project, which was worth about \$10 million split evenly between our institutions. The money was directed to UNR and DRI by Senator Reid, who asked that science support policy decisions made to sustain the local economies while preserving Walker Lake. Tors and Bortolin coordinated media coverage and played a role in the development of the regular stakeholders meetings that were held throughout the Walker River Basin over a three-year period. They worked with the Reno Gazette-Journal near the end of the effort to create a tabloid that was distributed throughout the newspaper's circulation area. Finally, they helped organize a final report to the basin in Yerington that required posters from scientists and reports on the dozen or so research projects. Because of the sensitive nature of this study, with farmers who perceived their livelihood to be threatened by this preservation effort, Tors and Bortolin convinced the Chancellor to play a more prominent role in the stakeholders meetings. Also, because our Congressional Delegation, specifically Senator Reid, played a major role in the funding for this project, Jane Tors, Bob Dickens and Greg Bortolin worked closely together to ensure that our efforts were carefully communicated and that questions from stakeholders and residents were addressed in a respectful manner. Evidence of how successful this effort was is funding for research in the Walker Basin that is ongoing for researchers at both institutions.

b. Lake Tahoe

For numerous years DRI has collaborated with UNR to design a publication that highlights research in the Lake Tahoe basin. DRI's Public Information office has

worked closely with Mike Collopy and Wally Miller at UNR and Jim Thomas and Alan Heyvaert at DRI to produce a full-color publication that is filled with nice features on our collective faculty. This is a nice counter balance to UC Davis' annual water clarity report which gets media coverage every year during the Tahoe Environmental Summit. Additionally, DRI's communication team works closely with Jane Tors and Bob Dickens at UNR to ensure their institutions are represented at the annual Tahoe event, which is hosted by a different member of California and Nevada's Congressional delegations. This year the event was hosted by Senator Dean Heller and DRI has arranged for him to be taken out on Lake Tahoe to view invasive species' issues and other near-shore research being conducted by DRI and UNR. In discussions with Senator Heller's staff, DRI has recommended that UNR's Sudeep Chandra be highlighted for his work in promoting the harvesting of crawdads for local restaurants.

9. Development (provided by DRI):

DRI is currently collaborating with UNR (and other Northern Nevada non-profits, led by KNPB and the Western Nevada Community Foundation) to offer educational estate and gift planning programming for current and prospective donors in Reno metropolitan area; began in 2010; each fall and spring, an eight week course of classes is held at four area libraries, using volunteer professionals (estate planning attorneys, accountants; trust officers and insurance planners); goal is to educate donors on value of estate planning and including a charity as a beneficiary of their estate plans.

University of Nevada, Las Vegas:

- 1. Shared Graduate Degrees:
 - a. Doctor of Nursing Practice: UNR and UNLV jointly developed a Doctor of Nursing Practice program as a fully on-line program with half of the courses taught by UNR and half of the courses taught by UNLV.
 - b. PhD programs in Community Health Sciences: UNR and UNLV jointly developed PhD programs in the Community Health Sciences, for which neither campus had sufficient human resources to operate on its own.
- 2. Bio-medical Research: The National Institutes of Health have a group of three competitive grant research programs in which UNR participates: IDeA Network of Biomedical Research Excellence (INBRE), Center of Biological Research Excellence (COBRE), and Center for Translational Research (CTR). Each state can have a maximum of one INBRE and three COBRE/CTR grants. The INBRE grant involves UNR, UNLV and NSC. Since UNR already has one INBRE and three active COBRE grants, UNR arranged to have UNLV take the lead in a new CTR grant, with a subcontract back to UNR.
- 3. Research: Shared research programs with UNR, UNLV, and DRI are summarized in the DRI section, above.
- 4. Medical and Dental Education: For several years, the University of Nevada, Reno has had a BS to MD program whereby strong students can be co-admitted to UNR and UNSOM, taking the first three years of university education at UNR and the first year at UNSOM counting as the senior year at UNR to complete the BS degree. This program was expanded to UNLV in fall, 2011. Last year, UNR worked with the UNLV School of

Dentistry to establish a BS to DMD in a similar pattern; the first student enrolled in this program at UNR in fall, 2012.

Complementarity:

The NSHE Board of Regents has created complementarity and efficiency in programs over the years. The University of Nevada, Reno has specializations in the School of Medicine, Small Business Development Centers, Cooperative Extension, Agricultural Experiment Station, Mackay School of Mines and Geological Engineering, Nevada Bureau of Mines and Geology, and educational and research programs in landscape-wide environmental sciences, agriculture, and earthquake engineering. The University of Nevada, Las Vegas has specializations in the School of Dentistry, School of Law, Hotel and Hospitality Management, Gaming, Urban Studies, and Entertainment Engineering. Creation of this complementarity results, in part, in each university pursuing educational and research programs which are distinct. Where collaboration makes sense, such as in certain graduate programs which can be offered only by combining resources, these opportunities are pursued.

Appendix

Co-Admission Flier



Co-Admission at Nevada

A new bridge exists between the University of Nevada, Reno and community colleges in Nevada

Community college students looking for a seamless route from an associate's degree to a bachelor's degree can now apply for co-admission to the University of Nevada, Reno.











DESERT RESEARCH INSTITUTE (DRI) INSTITUTIONAL COLLABORATIONS

(The information contained in this document is provided for illustrative purposes only. DRI does not guarantee it includes all collaborative efforts with NSHE institutions as there have been many and some could inadvertently be omitted).

RESEARCH

While DRI faculty routinely collaborate with sister institutions on research projects, there have been a number of major collaborative efforts among the institutions. Listed below is a sampling of those efforts.

Nevada Renewable Energy Consortium (NVREC):

The NVREC is supported by federally directed funding that was brought forward by Senator Townsend in conjunction with Senator Reid. The Consortium is an association of the three Nevada System of Higher Education (NSHE) research institutions (DRI, UNLV, UNR), along with participating Nevada community colleges. Overall project management is conducted by DRI. The Principle Investigators are Chancellor Klaich and President Wells. Specific objectives of the Consortium include the following:

- Increase competitiveness of NSHE's research institutions in national renewable energy research by fostering collaboration.
- Develop a strategic plan for future growth based on an NSHE inventory of research capabilities, facilities, plus educational and outreach programs.
- Expand outreach, training, and workforce development programs with participating community colleges.
- Build partnerships with industry and enhance opportunities for expanding the economic impact of renewable energy programs in Nevada.
- Increase Nevada's commercialization, economic analysis, public policy, and outreach capabilities in renewable energy.

Over the duration of the program, 24 collaborative research and 3 education/workforce development projects involving two or more NSHE institutions have been supported.

Walker Basin:

DRI and UNR faculty have collaborated on a research program in the Walker Basin to save Walker Lake through the lease or purchase of water rights from willing sellers while maintaining a strong agricultural community. This collaborative research program was supported by funding from Desert Terminus Lakes funding through the Bureau of Reclamation. More than 120 DRI and UNR faculty, students and staff have worked on this ongoing program which began in 2006. Examples of cooperative research efforts in the Walker Basin include:

- Developing a decision support tool (DST) model that is used by all entities for evaluating surface
 water flow from the headwater areas, routing water throughout the valleys in the Walker basin;
 groundwater and surface water interaction in the basin, and how much water from potential
 purchase of lease of a water right would make it to Walker Lake.
- Evaluating the economic impact and strategies of water rights acquisitions or leasing. Including determining the economic viability of alternative lower water use crops.
- Evaluating the viability of growing alternative lower water use crops in the basin and how to reestablish vegetation on land where water would be removed to prevent erosion and invasion of noxious weeds.
- Determining the health of the river and lake ecosystems and how changes in river flow rates would affect the aquatic communities of the Walker River.

Lake Tahoe:

DRI and UNR faculty have collaborated on a number of research projects designed to address relevant environmental issues in the Tahoe Basin, including the declining water clarity of Lake Tahoe. These efforts have been supported by a variety of federal, state and regional funding sources. In addition to the collaborative research activities, two DRI and two UNR faculty are members of the Committee of Scientists (COS) for the Tahoe Science Consortium. Examples of cooperative research efforts in the Tahoe Basin include:

- Providing data and strategic support to Lake Tahoe Basin resource management agencies.
- Developing a scientific plan for evaluating near shore lake conditions and tracking changes with implementation of management practices.
- Assessing the environmental effects from wildfires and controlled-burn practices used in forest thinning.
- Studies of invasive aguatic and terrestrial species on natural resources and water quality.
- Supporting graduate and undergraduate student projects with collaborating DRI and UNR faculty.
- Working with Cooperative Extension faculty in development of educational and outreach materials.
- Supporting and planning the biennial Lake Tahoe Science Conference, which this year included 355 attendees from around the country with 125 presentations (27 from DRI and 26 from UNR).

Experimental Program to Stimulate Competitive Research (EPSCoR):

DRI is collaborating with UNR and UNLV on the current National Science Foundation EPSCoR grant to the Nevada System of Higher Education to study climate change and its effects on Nevada. The grant funds science, education and outreach at DRI, Nevada State College, UNLV and UNR. The climate-change project is a statewide interdisciplinary program exploring the effects of regional climate change in Nevada. The long-term collaborative partnership between the NSHE institutions expanded the academic research and development enterprise and improves student education in science and technology.

University of Nevada Las Vegas (UNLV) Biomedical Research:

DRI recently received a Department of Defense biomedical research earmark and will be fulfilling the grant objectives largely with DRI faculty coupled with subcontracting to UNLV for select faculty expertise.

Mojave Desert Long-Term Nevada National Security Site Monitoring:

DRI, UNR and UNLV collaborated on two large projects conducted at the Nevada Desert Research Center (NDRC). These projects included a FACE (Free-Air CO2 Enrichment) study (Nevada Desert FACE Facility, NDFF), which examined the effects of elevated CO2 on the Mojave Desert ecosystem and a Mojave Global Change study (Mojave Global Change Facility, MGCF), which examined the effects of other predicted climate change factors, namely nitrogen deposition, crust disturbance, and increased summer precipitation. Although no new research is currently funded for research at NDRC, plots are being maintained for future potential research.

Nevada Bureau of Mines and Geology (NBMG):

DRI partnered with the NBMG to house its publication sales and information services on DRI's campus. A newly constructed building on DRI's northern campus, the Great Basin Science Sample and Records Library, houses the NBMG as well as the office of the Geological Society of Nevada and the Nevada Petroleum Society. The partnership provided DRI space for its research collections and access to databases and sample collections. DRI also has partnered with NBMG on geologic mapping.

DRI/University of Nevada Las Vegas (UNLV) Research Parks/Business Development:

In 2007, DRI and UNLV collaborated on the management and structure of their respective research parks. Over the course of a few months several meetings and a comparison of the Harry Reid Research and Technology Park and DRI Research Park took place.

ACADEMIC AFFAIRS/TEACHING

Efforts that advance the student success agenda, including articulation agreements:

• DRI provides interdisciplinary experiences for graduate and undergraduate students alike through both formal and hands-on experiential learning activities. DRI typically supports 40-60 graduate students per year that attain their degrees in the University's graduate programs. DRI's faculty collaborate with UNR and UNLV faculty and administration in the development of curricula and implementation of courses in many of these programs including, the Water Resource Management Program at UNLV, the Geosciences Graduate program at UNLV, the Cell and Molecular Biology Program at UNR, as well as the Atmospheric, Geological, Hydrologic and Environmental Sciences graduate programs at UNR. DRI faculty typically teach 5-7 courses per year at UNR and 1-3 courses per year at UNLV. In addition, many of the faculty at DRI hold appointments in the graduate schools at the Universities and serve as advisors and committee members for more than 60 graduate students on an annual basis.

Historically, the details of the operational agreements between the University campuses and DRI have been negotiated on a yearly or a two-year basis. These agreements have mainly been developed through faculty collaborations with the modes of operation agreed upon by the Vice Presidents of Research and Academic Affairs and ultimately by the Presidents. In addition to partnering with the Universities, DRI has partnered with NSC in the joint appointment of one faculty in the Environmental Sciences.

Efforts that result in cost savings:

Evaluation, development and articulation of programmatic curricula through collaborative
efforts often leads to cost savings by engaging high-level expertise on topical information in
which the partnering institutions (DRI/UNLV/UNR) may not have all of the topical expertise
needed. In addition, often the support for instructional time by DRI faculty and time for the
administrative direction of programs is supported by DRI's research programs and generated ICR
such that there is a net cost savings to NSHE and Nevada.

FINANCE AND ADMINISTRATIVE SERVICES

Ongoing campus planning and program activities include:

Major collaboration planning efforts have been made through the DRI Parks, Inc. between TMCC and DRI in the following areas:

- A joint master plan committee developed a master plan for the shared property of DRI, TMCC and the DRI Parks, Inc.
- A joint traffic study for the shared property was developed and is the basis for future road network construction.
- Received \$2.8 Million transportation, road network, construction grant.

Ongoing shared services and activities between TMCC and DRI:

Police and security services for DRI provided by TMCC Police Department.

- Road maintenance and snow removal provided jointly by DRI and TMCC facility services.
- Joint facility services and land use planning, operation and coordination occurs daily.

Ongoing business shared services and activities include:

- Financial Services (FSO) would involve daily business transactions and operations with Business
 Center North Purchasing department for all purchasing activities in accordance with Board
 policies, daily banking and investment activities through the System Administration Banking and
 Investments department, State and Self-Supporting budget reporting and development through
 the System Administration Finance department, and the System Computing Services for the
 operation of the financial accounting and reporting system.
- Human Resources Office (HR) would involve daily business transactions and operations with Business Center North Payroll department for payroll processing and HRMS maintenance, Business Center North Risk Management and Benefits departments.

Ongoing business collaborations include:

- Senior Vice President Finance and Administration (SVPFA) would involve committee work with other institutions such as iNtegrate Steering Committee, NSHE Business Officer Counsel and directly interacting with the Board of Regents Standing Committees.
- Financial Services Office (FSO) would involve committee work with other institutions such as iNtegrate Finance Sub-Committee, Financial (Advantage) Users Group, and the Systemwide Controller Committee.
- Human Resources Office (HR) would involve committee work with other institutions such
 as iNtegrate HR, Human Resources Management Systems (HRMS), Human Resources Advisory
 Committee (HRAC), PEBP committee, Retirement Plan Advisory Committee (RPAC).
- Information Services (IS) department would involve committee work with other institutions such as Campus Technology Officer (CTO) committee, Connectivity Committee, and the NSHE Information Security Officers Counsel.

COMMUNICATIONS/GOVERNMENT AFFAIRS

There are two areas where DRI has had and continues to have good collaboration with UNR related to communications and government affairs. These relate to research in the Walker Basin and ongoing projects at Lake Tahoe.

Walker Basin

Beginning in 2006 and running through 2010, Jane Tors (UNR) and Greg Bortolin (DRI) co-chaired the communications responsibilities for the Walker project, which was worth about \$10 million split evenly between our institutions. The money was directed to UNR and DRI by Senator Reid, who asked that science support policy decisions made to sustain the local economies while preserving Walker Lake. Tors and Bortolin coordinated media coverage and played a role in the development of the regular stakeholders meetings that were held throughout the Walker River Basin over a three-year period. They worked with the Reno Gazette-Journal near the end of the effort to create a tabloid that was distributed throughout the newspaper's circulation area. Finally, they helped organize a final report to the basin in Yerington that required posters from scientists and reports on the dozen or so research projects.

Because of the sensitive nature of this study, with farmers who perceived their livelihood to be threatened by this preservation effort, Tors and Bortolin convinced the Chancellor to play a more prominent role in the stakeholders meetings. Also, because our Congressional Delegation, specifically Senator Reid, played a major role in the funding for this project, Jane Tors, Bob Dickens and Greg Bortolin worked closely together to ensure that our efforts were carefully communicated and that questions from stakeholders and residents were addressed in a respectful manner. Evidence of how successful this effort was is funding for research in the Walker Basin that is ongoing for researchers at both institutions.

Lake Tahoe

For numerous years DRI has collaborated with UNR to design a publication that highlights research in the Lake Tahoe basin. DRI's Public Information office has worked closely with Mike Collopy and Wally Miller at UNR and Jim Thomas and Alan Heyvaert at DRI to produce a full-color publication that is filled with nice features on our collective faculty. This is a nice counter balance to UC Davis' annual water clarity report which gets media coverage every year during the Tahoe Environmental Summit.

Additionally, DRI's communication team works closely with Jane Tors and Bob Dickens at UNR to ensure their institutions are represented at the annual Tahoe event, which is hosted by a different member of California and Nevada's Congressional delegations. This year the event is being hosted by Senator Dean Heller and DRI has arranged for him to be taken out on Lake Tahoe to view invasive species' issues and other near-shore research being conducted by DRI and UNR. In discussions with Senator Heller's staff, DRI has recommended that UNR's Sudeep Chandra be highlighted for his work in promoting the harvesting of crawdads for local restaurants.

<u>Truckee Meadows Community College (TMCC)</u>

DRI has worked closely with TMCC's communications office to produce several videos that promote DRI. TMCC has graciously allowed DRI to share its people, video equipment, and expertise at virtually no charge in the production of videos that highlighted DRI's campus and our research efforts at Lake Tahoe.

DEVELOPMENT

DRI is currently collaborating with UNR (and other Northern Nevada non-profits, led by KNPB and the Western Nevada Community Foundation) to offer educational estate and gift planning programming for current and prospective donors in Reno metropolitan area; began in 2010; each fall and spring, an eight week course of classes is held at four area libraries, using volunteer professionals (estate planning attorneys, accountants; trust officers and insurance planners); goal is to educate donors on value of estate planning and including a charity as a beneficiary of their estate plans.

DRI collaborated with Nevada State College development office from 2008 - 2011; served as charter member of "Planned Giving Advisors" (with other southern Nevada non-profit leaders and planned giving professionals, including estate planning attorneys, accountants; trust officers and insurance planners) for purpose of creating and offering continuing professional education programming for other planned giving professionals in southern Nevada; over the past four years, the Planned Giving Advisors have hosted an annual, full-day, seminar featuring nationally recognized speakers.



Academic and Business Collaborations with NSHE Institutions As of July 2012

ACADEMICS

Western Nevada College

• Current Transfer Agreements

- Biology
- Biology Concentration in Graduate School
- Business Administration
- Criminal Justice
- Elementary Education
- Elementary Education Concentration in Bilingual Education
- Elementary Education Concentration in Special Education
- English
- Environmental & Resource Science
- History
- History with a Pre-Law Concentration
- Integrated Studies
- Law Enforcement
- Management
- Nursing (Pending)
- BA Psychology
- BS Psychology
- RN to BSN (Pending)
- Secondary Education Concentration in Biology
- Secondary Education Concentration in English
- Secondary Education Concentration in Environmental & Resource Science
- Secondary Education Concentration in History
- Secondary Education Concentration in Mathematics
- Speech Pathology

College of Southern Nevada

• Current Transfer Agreements

- Biology
- Biology with a Concentration in Graduate School
- Business Administration
- Criminal Justice
- Elementary Education
- Elementary Education Concentration in Bilingual Education
- Elementary Education Concentration in Special Education
- English
- History
- History Pre-Law Concentration
- Integrated Studies
- Law Enforcement
- Management
- Nursing
- BA Psychology
- BS Psychology
- RN to BSN
- Secondary Education Concentration in Biology
- Secondary Education Concentration in English
- Secondary Education Concentration in History
- Secondary Education Concentration in Mathematics
- Speech Pathology

• RN to BSN Bridge Program

NSC advisors currently partner with CSN advisors to funnel students who were not accepted into NSC's regular BSN track to CSN, then redirect those students back to NSC for the RN to BSN bridge program.

Great Basin College

Current Transfer Agreements

- Biology
- Biology with a Concentration in Graduate School
- Biology with a Concentration in Integrated Health Promotion
- Business Administration
- Criminal Justice
- Elementary Education
- Elementary Education Concentration in Bilingual Education
- Elementary Education Concentration in Special Education
- English
- Environmental & Resource Science
- Environmental & Resource Science with a Concentration in Graduate School
- History
- History with a Pre-Law Concentration
- Integrated Studies
- Law Enforcement
- Management
- Nursing (Pending)
- Occupational Science
- BA Psychology
- BS Psychology
- RN to BSN (Pending)
- Secondary Education Concentration in Biology
- Secondary Education Concentration in Environmental & Resource Science
- Secondary Education Concentration in English
- Secondary Education Concentration in History
- Secondary Education Concentration in Mathematics
- Speech Pathology
- Visual Media

Truckee Meadows Community College

• Current Transfer Agreements

- Biology
- Biology with a Concentration in Graduate School
- Biology with a Concentration in Integrated Health Promotion
- Business Administration
- Criminal Justice
- Elementary Education
- Elementary Education Concentration in Bilingual Education
- Elementary Education Concentration in Special Education
- English
- Environmental & Resource Science
- Environmental & Resource Science with a Concentration in Graduate School
- History
- History with a Pre-Law Concentration
- Integrated Studies
- Law Enforcement
- Management
- Nursing (Pending)
- Occupational Science
- BA Psychology
- BS Psychology
- RN to BSN (Pending)
- Secondary Education Concentration in Mathematics
- Secondary Education Concentration in English
- Secondary Education Concentration in History
- Secondary Education Concentration in Biology
- Secondary Education Concentration in Environmental & Resource Science
- Speech Pathology
- Visual Media

• MOU Accelerated Degree Program

TMCC students in FastTrack AAS programs in Criminal Justice and Business would articulate into an accelerated version of the BAS in Management at NSC. According to this accelerated version, students would take just a single course at a time, but these courses would be offered year-round in a 5-week format, thereby allowing them to accrue the needed 60 credits in two years.

University of Nevada, Las Vegas

- NSC-UNLV Inter-Institutional Agreement Clinical practice experience for UNLV Nurse Practitioner students.
- BSN to MSN Bridge Program
 Students can take two nursing courses as part of the NSC BSN degree that also counts toward the MSN degree at UNLV.
- Undergraduate Research
 Liberal Arts and Sciences Department of Social Sciences collaborate with UNLV in undergraduate research.
- New Proposal for the NSF Research Experiences for Undergraduates Program UNLV wishes to recruit NSC students and seeks a letter of support from NSC for this proposal.
- Current Research Experiences for Undergraduates Program
 The America Competes Reauthorization Act of 2010 requires that one-half of REU participants be selected from institutions with limited research opportunities. UNLV wishes to recruit students from NSC.

University of Nevada, Las Vegas and University of Nevada School of Medicine

Clinical Simulation Center of Las Vegas (CSCLV)
 Collaboration by NSC School of Nursing, UNLV School of Nursing, and University of Nevada School of Medicine.

University of Nevada, Las Vegas and College of Southern Nevada

• Cooperative agreement and collaborative partnership Professional nursing FasTrak (ADN – RN to BSN – MSN).

Nevada State College

INBRE Grant

The INBRE grant invites students from CSN and UNLV to attend the Capillary Electrophoresis workshops twice a year and is a way of enhancing skills in Biotechnology among our students in this southern region.

BOOKSTORE

The Nevada Wolf Shop at UNR provided the modeling, mentorship and support for the creation and development of the NSC Bookstore. Included are the creation of a business plan; training; sharing of equipment; and general guidance. This collaboration continues as the Nevada Wolf Shop still serves as a resource to NSC.

BURSAR

CSN and UNLV were both instrumental in providing support for the creation and development of the NSC Bursar's Office. Each institution continues to provide advice and guidance as needed.

DEVELOPMENT

NSC and UNR joined forced to create and assemble the Gift Planning Advisors Board. The GPA Board is comprised of various attorneys and lawyers who assist individuals interested in long-term and estate gift planning donations for NSC and UNR.

HUMAN RESOURCES

NSHE and UNLV were instrumental in providing support for the creation and development of a HR office at NSC. Informal collaboration among all institutions has led to savings for subscriptions and on-line services such as HR Compliance Inline, iLeave and I-9 processing.

Collaborative committees include the Employment Consortium Groups, HRMS Users Groups and HRAC. Project iNtegrate is an example of all institutions working together on the implementation of new software.

Business Center South services provided include:

- Oversight of the classified recruitment/employment process
- Classification determination for all classified positions
- Informal discussions regarding benchmarking administrative faculty decisions
- Data on Demand market data
- Guidance for the facilitation of appeals hearings
- PEBP enrollment and changes
- Benefits orientation

INFORMATION TECHNOLOGY

In addition to the assistance provided by SCS, collaborative efforts include:

- Nevada Learning Network

 includes NSC and UNLV; enhances the educational process for all members through collaboration and effective management and sharing of resources; cost savings through consortium based pricing and shared resources; utilization of WebCampus.
- <u>iNtegrate Shared Instance Alliance</u> partnership among NSC, CSN, GBC, TMCC and WNC; serves as governing body for the PeopleSoft implementation; cost savings through shared resources.
- <u>TMCC</u> partnership for the development of a PeopleSoft interface for Instructure Canvas learning management system.
- NSHE Software Licensing Council partnerships among all NSHE institutions;
 collaboration on strategic and tactical software licensing initiatives; cost savings through volume licensing.

PURCHASING

Business Center South provides support for bids, RFP's, RFQ's, year-end purchase order rollover, MUNIS, and routine collaboration for specific purchases.

RISK MANAGEMENT

NSC transfers all funds received from NSHE (currently \$150,000 annually) to UNLV. In return, NSC receives total risk management support from UNLV and access to the wide range of capabilities possessed by the risk management staff at UNLV.

College of Southern Nevada Summary of Collaborations September 10, 2012

PRESIDENT'S OFFICE

- Collaborations with presidents and participation in Council of the Presidents Meetings
- Sponsor Community College Conference (2013)
- Collaborating with NSC and UNLV on the Transfer Task Force
- Collaborated with UNLV to create Reverse Transfer MOU
- Created 2+2 agreements with NSC
- Accepted invitation with NSHE and UNLV to join the InNEVation Center

PUBLIC & COLLEGE RELATIONS:

- Run internal PSAs to educate students about NSHE and its eight institutions on the flat screen monitors throughout campuses and centers.
- Distribute UNLV event info in CSN's electronic newsletters to faculty/staff and students
- Distribute info about transfer events with NSC and UNLV to students via email, electronic newsletter and social media
- Participate in regular conference calls among NSHE government affairs and communication staff
- Work with counterparts on records requests
- Promote NSHE reports on CSN's home page, including NSHE's Economic Impact Report
- Promote scholarships, such as the Jack Kent Cooke and Legacy scholarships, to students desiring transfer
- Collaborate with NSHE institutions to coordinate diversity events

CAMPUS ADMINISTRATION:

Provide free table/area for recruitment staff from other institutions

STUDENT AFFAIRS CSN TESTING CENTER:

- Provide proctoring services to many students who live in LV and take online courses from other NSHE institutions.
- Provide a clinical site through the CSN CAPS Practicum Training program for graduate students and graduates from UNLV. Qualified UNLV practicum students provide clinical services to CSN students under the direct supervision of licensed CAPS clinical staff. (This program is on hiatus until another clinical psychologist can be hired to serve as training coordinator.)

INTERNATIONAL CENTER:

• Employ a UNLV graduate student to assist in service delivery.

DISABILITY RESOURCES CENTER

Maintain an open exchange/lending relationship (equipment, alternative text, etc.) with UNLV DRC

OFFICE OF THE REGISTRAR:

- Administer co-admissions with UNR
- Participate in NSHE SRASG (Registrar's meetings),
- Participate in NSHE Articulation Board, & NSHE PeopleSoft Module Lead Meetings

STUDENT FINANCIAL SERVICES:

- Interact via the ASG meetings, quarterly directors' meetings, and via phone multiple times during the semester.
- Collaboration with TMCC counterpart via Google Chat on technical issues.

COUNSELING:

- Regularly hold academic advising training with UNLV's various advising units (2 to 3 times a year)
- Designated two CSN-UNLV Advising Liaisons responsible for:
 - o Looking into ways of making the CSN-to-UNLV transfer process more student-friendly.
 - o Providing updates and information to CSN Counselors and Advisors regarding the transfer process.
 - o Assisting in promoting and coordinating UNLV activities and events for CSN students interested in transferring, such as the Sophomore Pinning Ceremony, and special orientations for business students.
- Arrange recruiter visits for UNR, UNLV, and NSC representatives on a regular basis.
- Review articulation agreements from NSC and UNLV on an annual basis.
- Initiating (September 2012) a NSC- CSN Advisors/ Counselors training
- Invited UNR, UNLV, and NSC representatives to Fall and Spring Transfer Fairs
- Promoted the UNLV College of Business Transfer Day in fall and spring especially tailored to CSN students.
- Two CSN Counselors are members of the UNLV General Education Committee.
- Promoted the UNR-CSN co-admission program and hope to enroll a significant number of students very soon (~30)
- Attend UNR's annual Counselor Day where 10 CSN advising personnel members are flown to UNR for an entire day of touring, training and information dissemination

RECRUITMENT DEPARTMENT:

- Promote and encourage students to take advantage of the UNR co-admissions program
- Work to help UNLV's Adult Educational Program participants enroll at CSN and apply for financial aid
- Work closely with UNLV's Center for Academic Enrichment and Outreach (unit housing dozens of TRIO and GEAR-UP federally funded programs) to increase the number of a disadvantaged & low income students that choose CSN as a strong post-secondary educational option after graduating from high school or obtaining their GED
- Collaborate with other institutions on TRIO Student Support Services Program
- Collaborate with UNLV's 3rd and 4th year TRIO McNair students conducting graduate level research to form *mentoring program* between them and our community college students, as they shared the same disadvantaged background
- Invited NSC and UNLV to conduct comprehensive and detailed campus tours to take CSN students planning to transfer
- Currently discussing with UNR coordination of a transfer program where CSN students are flown for free
- Worked with UNLV's TRIO Programs to waive university application fee for CSN TRIO participants seeking to transfer to UNLV

CAREER SERVICES:

• Coordinate job fair & schedule other events with UNLV to prevent conflict

ACADEMICS

- CSN currently chairs the NSHE articulation council
- Recently developed a 2+2+2 agreement with NSC and UNLV for nursing students
- Multiple departments are working on curriculum crosswalks.

BUDGET OFFICE

- Fiscal Year 2011, our Budget Analyst communicated with NSHE's Associate Budget Director regarding our Advantage upload process. She was provided with a demonstration of how we create the files for the upload as well as a copy of our upload database.
- Fiscal year 2007, NSC staff met with us on our Employee Position Control database. We gave them a demonstration and provided them with a copy of our database.
- Fiscal year 2006, met with a Human Resources Personnel Analyst at UNR to learn their process for uploading salaries to the HRMS system.

FACILITIES MANAGEMENT

- Provided planning and construction support on small projects for NSHE or NSC as scheduling and time
 permit. CSN can prepare drawings, get permits, and oversee construction. It is not always feasible for
 NSHE and NSC to utilize CSN since at times their requests require a faster response than CSN can
 provide given its own workload.
- Provide assistance with furniture to include working with vendors to help NSHE to get quotes, or move furniture for them.
- Coordinated signage for NSHE to create and install signs for NSHE as necessary.
- Provided facility maintenance on occasion to System Office staff as well as furniture relocation.

HUMAN RESOURCES

- Recruitment CSN has participated with other NSHE institutions in the NSHE Recruitment Consortium to discuss issues and share approaches on recruitment-related matters.
- iNtegrate Phase II CSN participates on the NSHE HR subcommittee that is working on the planning, designing and implementing of a new HR system.
- NSHE Salary Schedule Review Committee CSN participates on the NSHE-wide committee and the Community College subcommittee charged with researching, analyzing and making recommendations to the Chancellor/Board of Regents concerning issues related to the Academic Faculty Salary Schedule.
- CSN periodically consults and shares information with other NSHE institutions on matters related to the day-to-day HR operations at the various institutions.

- NSHE PEBP Task Force CSN participates in discussing the impact of PEBP changes to NSHE and its
 employees. Considers alternative plans and supplemental benefits. Gather employee input.
 Monitor and provide input on further PEBP plan modification. Work with NSHE Healthcare
 Consultant to carry out above tasks.
- Through the System Computing Services HR Users Group, CSN attends monthly video conferences to discuss the Human Resources Management System (HRMS), functions, processes, and priorities for enhancements.

POLICE SERVICES

- Provide Nevada State College with police services including criminal investigations, traffic control, crowd control, etc.
- Provide the NSHE system office with police services including executive protection, criminal investigations, crowd control, etc.)
- Conducted a walkthrough inspection of the NSHE system office with regards to security and fire emergencies.
- The CSNPD previously utilized the UNLVPD for shared police dispatch services.

BUSINESS OPERATIONS

- iNtegrate I CSN participates in the iNtegrate Share Instance Alliance that continues working on the ongoing operations of Campus Solution.
- iNtegrate Share Instance Alliance Student Financial Module CSN is currently the chair of this working group.

FINANCIAL SERVICES

- The Associate Vice President for Financial Services/Controller serves on NSHE Search Committees—most recently for Senior Internal Auditor, Internal Audit Manager.
- The Associate Vice President also serves as chair of the iNtegrate 2 Finance Subcommittee and as a member of the RFP Committee for the Business Process consultant on the iNtegrate 2 Steering Committee.
- The Associate Vice President serves as chair of the NSHE Controllers Group.
- CSN performs numerous services for NSC: Mail Services picks up/delivers mail daily; Print Services processes and fills print requests; and has processed annual automated mailing of postcards with general student information.
- Various CSN finance departments work with other NSHE institutions in information exchange, including: the Controller's Office; Grants and Contracts works with NSHE Sponsored Projects Office; and Accounts Payable Office works with UNLV Accounts Payable.
- CSN Purchasing works with BCS and BCN Purchasing Offices on the following initiatives:

- ✓ Efficiency and Effectiveness Review -- Review and develop recommendations related to current purchasing operations and practices. Look for opportunities to create NSHE system-wide contracts.
- ✓ Supply Chain Inclusion
 - Review and strengthen business practices related to reaching minority-owned, women-owned and other disadvantaged groups, as well as local business for opportunities with NSHE institutions.
 - Participate in workshops offered to business owners enrolled in the Clark County Small
 Business Development classes. Collaborate on other local networking such as the upcoming
 Committed to our Community event at the Las Vegas Convention Center to ensure that NSHE
 institutions are represented.
- ✓ NSHE Software Licensing Council Coordinate/review software licensing opportunities to:
 - Leverage the purchasing power of NSHE to create system-wide contracts;
 - Collaborate on potential standardization; and
 - Discuss and analyze best practices and institutional experiences with respect to products and licensing issues.

GBC

Collaboration Activities Between GBC and Selected NSHE Institutions:

Listed below is a representative sample of items in which Great Basin College is collaborating with other NSHE institutions to improve effectiveness and efficiency in our collective operations and to maximize our service to the citizens of Nevada.

- 1. TMCC renewable energy conference.
- 2. GBC and System Computing Services, Connect Nevada Project.
- 3. UNR and GBC, Higher Education 101 (an effort to showcase the institutions to legislators and others).
- Great Basin College Foundation, policy exchanges with Western Nevada College Foundation
- 5. NSHE and NSC, shared "Meltwater" "clippings" service.
- 6. Sharing of legal counsel with TMCC and DRI.
- 7. Participation in the EDIC committee and the Northern Nevada Diversity Summit.
- 8. Shared Instance of Peoplesoft Campus Solutions (student information system) that includes TMCC, GBC, CSN, WNC and NSC.
- 9. Worked with TMCC on open positions that GBC has and they promote our open positions at various career/job fairs that they attend in California, etc. and sharing our open positions with all NSHE institutions.
- 10. Collaboration with TMCC starting in Fall 2012 on sharing on-line class schedules.
- 11. iNtegrate2 project currently starting to review Business Processes and Best Practices not only in NSHE but looking at outside best practices. The iNtegrate2 project is currently looking to be one instance for all institutions for both Finance and HR.
- 12. Nevada Student Alliance.
- 13. Worked with TMCC on open positions that GBC has and they promote our open positions at various career/job fairs that they attend in like California, etc.
- 14. Working with TMCC, WNC, GBC and CSN together on special student fees, etc. to have better consistency in fees where appropriate.
- 15. Collaboration with TMCC starting in Fall 2012 on sharing on-line class schedules.
- 16. Various system-wide committees, such as Business Officers, Facilities Officers, HR Directors, Controllers, Advantage user group, HR User group, NSHE salary review committee.
- 17. A very good, collaborative relationship with the other NSHE Directors of Institutional Research, especially with those from two-year schools. When we implemented PeopleSoft, CSN hired a consultant to help write some programs for them and then

- offered some of the final files for us to review, provide input, and then access for our own use. Also, we pose questions to each other, offer solutions, and discuss the business processes behind the data we report on.
- 18. Another, more formal, collaborative opportunity is at the annual Northern Nevada Assessment Conference. Last year was the 10th annual conference hosted by TMCC and it's a great opportunity to learn about best practices at other institutions. All NSHE institutions are usually represented as well as some from over the borders.
- 19. Working with UNR, WNC and TMCC to look at sharing Ag. Extension facilities and staff to facilitate the efficient offering of coursework in small rural Nevada towns.
- 20.3+1 Bachelor of Social Work degree with UNR.
- 21. GBC Surveying program offered in Las Vegas with the assistance of CSN.
- 22. UNLV Masters in Nursing hosted in Elko by GBC.
- 23. GBC provides housing for Medical School students completing clinical rotations in Elko.
- 24. Through the Communities in Schools of Nevada Mental Health Counseling Program and an MOU the UNLV Department of Education & Clinical Studies provides clinical counseling sessions via qualified interns to GBC students on an as needed basis.
- 25. GBC sometimes receives requests from students who have moved out of the service area or who reside outside the service area to receive specific GBC classes through Interactive Video (IAV). In all cases, the community colleges who cover the service area where the class is received have always granted permission for the transmission of the GBC class into their respective service areas.
- 26. GBC is currently working with WNC to offer classes in Lovelock and at the Lovelock Correctional Center. This is WNC service area, but GBC has resources in Winnemucca that allow us to be effective in the collaboration.
- 27. CSN offers some classes, particularly in health care fields, at the GBC facility in Pahrump.
- 28. Currently, GBC is working with TMCC to collaborate on a Graphic Communications program.
- 29. Current discussions on general education are occurring between the institutions in the spirit of collaboration.

Respectfully submitted for review by Mark A. Curtis, President GBC, 9-13-12



Truckee Meadows Community College Online Course Sharing

Truckee Meadows Community College/Great Basin College

Online Course Sharing Agreement

Truckee Meadows Community College and Great Basin College have agreed to collaborate with online class sharing to increase access, student choice and course availability for students in Northern Nevada. The collaboration begins with the 2012 Fall term. Online courses have been identified by each institution to compliment the course offerings of the other. Courses - with seats available - are identified in the schedule below:

Subject	Catalog	Section	Class Name	Dates
CIT	112	1001	Network +	8/27/2012
CIT	202	1001	Excel Cert Prep	8/27/2012
CRJ	211	1001	Police in America	8/27/2012
CRJ	270	1001	Intro to Criminology	8/27/2012
ECON	104	1001	Current Economic Issues	8/27/2012
ENG	102	1004	Composition II	8/27/2012
ENG	107	1001	Technical Communications	8/27/2012
ENV	100	1001	Humans and the Environment	8/27/2012
MATH	120	1007	Fund of College Math	8/27/2012
MATH	128	1002	Precalculus and Trigonometry	8/27/2012
MGT	283	1001	Intro to Human Resource Mgt	8/27/2012
MUS	121	1006	Music Appreciation	8/27/2012
PHYS	180	1001	Physics for Sci/Engr I	8/27/2012
PSC	210	1001	American Public Policy	8/27 - 11/4/2012
PSC	210	1002	American Public Policy	10/8 - 12/16/2012
PSC	210	1003	American Public Policy	12/17/12 - 1/20/2013
PSC	210	1004	American Public Policy	12/17/12 - 1/20/2013
PSY	101	1008	Gen Psychology	8/27/2012
SOC	101	1001	Prin of Sociology	8/27/2012

Steps to Enroll for a GBC Online Class:

Step 1

Apply for admission at GBC (GBC normally completes this process within 1 day of submission). Go to: www.gbcnv.edu/admissions/. You will be given a unique student ID number, unique username/password, and registration access information.

If you are interested in applying for financial aid, contact the Financial Aid office at TMCC. For more information and/or to contact the Financial Aid office: www.tmcc.edu/financialaid/

Step 2

Register for the course(s) at GBC using the information provided by GBC.

Step 3

Identify any textbooks needed by visiting the GBC virtual bookstore: http://gbc.bkstr.com You can also request assistance from the TMCC bookstore by calling 775-673-7172.

Step 4

Take the class!

Step 5

Transfer the credits earned back to TMCC: www.gbcnv.edu/academics/gbctranscript.html

If at any point, you have any questions, please contact **TMCC WebCollege** at 775-673-7814 press 5. Ask for Amanda.

TMCC is an EEO/AA (equal opportunity/affirmative action) institution and does not discriminate on the basis of sex, age, race, color, religion, physical or mental disability, creed, national origin, veteran status, sexual orientation, genetic information, geneter identity, or gender expression in the

SHARED RESOURCES

The student accounts departments at schools that use the Peoplesoft Shared Instance (TMCC, WNC, SNC, GBC, and CSN) formed the Advisory Support Group (ASG). Makes recommendations for codes and common processes. It is one way to keep the Shared Instance on the same page. They meet every month via phone, and if need to they also invite UNR and UNLV if the topic is relevant to them.

Hyland OnBase document imaging system: initiated by TMCC; now jointly used with WNC. GBC will implement in Fall 2012 and NSC is also considering joining our consortium. **TMCC** has taken on the responsibility of project manager for this system which includes contract management in conjunction with System Computing Services, facilitation of billing, training, and technical modifications.

IT Operations provides WNC and GBC IT Staff with technical advice and assistance when requested

Through the iNtegrate Shared Instance Alliance (iSIA), TMCC and the other colleges continually collaborate on solutions related to the Oracle PeopleSoft Campus Solutions student information system; case in point - - TMCC took the lead on facilitating and managing the implementation of the PeopleSoft interface for the Follett bookstores that benefited CSN, GBC, and WNC. As a reminder, the mission of the iSIA is to actively explore collaborative opportunities and assist in defining and implementing best practices, common services, and shared resources. The iSIA does this by pursuing overall efficiency and cost effectiveness opportunities (cost savings, cost containment, cost avoidance) through shared risk, shared resources, mutual services, and joint bargaining power.

TMCC hosts the Listserv for the NSHE Disability Services discussion group

In ITS our Application Services group as part of the iNtegrate project (being a pilot campus) we developed all of the Security (permission lists, roles, and SACR row level security) for the Shared Instance of PeopleSoft-Campus Solutions (TMCC, WNC, GBC, CSN, & NSC)

In ITS our Application Services group as part of the iNtegrate project (being a pilot campus) we developed all of the User Documentation for the Shared Instance of PeopleSoft-Campus Solutions (TMCC, WNC, GBC, CSN, & NSC)

In ITS our Application Services group as part of the iNtegrate project (being a pilot campus) we developed all of the Business Process Guides for the Shared Instance of PeopleSoft-Campus Solutions (TMCC, WNC, GBC, CSN, & NSC)

Media Services loans TMCC equipment to support all Northern Nevada Board of Regents meetings

ITS has shared information on how we do:

- Student and Staff Single Sign-On to all systems
- Implementation of Google Apps for Students
- Implementation of Google Apps for Faculty/Staff
- Leave Accounting

ITS has new development standards that will facilitate adoption of our in-house developed applications by other NSHE institutions (presently working on electronic time sheets)

Snow removal on Raggio Parkway shared with DRI.

TMCC and WNC entered into a memorandum of understanding that allowed the two colleges to share a nursing faculty position for fall semester 2011. The late spring resignation of a nursing faculty member at Western who specialized in Pediatrics prompted Nursing Directors Karen Fontaine at TMCC and Judy Cordia at WNC to get together to see if they could assist each other in solving WNC's urgent need to find a Pediatric Nurse for fall semester. TMCC was able to free up one of its nursing faculty to assist WNC because of a one-time change in the teaching schedule of its nursing faculty as TMCC shifts its admission sequence from two cohorts each fall to one every semester as well as the hold placed on the year round program due to budget constraints. Savings to TMCC: \$26,512 (80% of salary - cost of adjunct to replace.)

The library partners with all other NSHE institutions as part of the interlibrary loan system. This saves us the expense of purchasing material that will seldom be used.

UNR Partnerships: Accuplacer collaboration, co admission, and Transfer Liaison

FastTrack partnership/MOU with NSC for a seamless 2+2

Collaborating with UNR on the We the People District competition this year

Until recently, collaborated with UNR (and Education Collaborative) to help the WCSD- the ITAG (Information Technology Advisory Group)

TMCC & GBC have previously partnered with IAV classes (late-1990s – offered classes that augmented the curriculum for GBC using TMCC faculty)

GBC has funded an IAV room at TMCC (SIER 108) from a grant for its surveying degree – and offers classes at our Redfield campus in support of that degree

TMCC, GBC and WNC have made the joint decision (with NSC and CSN) to move to the Canvas Learning Management System – with the associated prospects of being more readily able to share classes, curriculum/content, and to co-offer online classes (migration currently underway). DE directors have also discussed the possibility of jointly-developed projects such as student orientation, faculty training modules (especially online) and course assessment.

TMCC developed the interface solution between Canvas & Peoplesoft for use by all NSHE members of the Canvas consortium. GBC is already using the solution effective with its summer sessions. Net savings: at least \$59,000 in consultant costs

TMCC, GBC and WNC have made the joint decision (with NSC, CSN and UNR) to form a Quality Matters national rubric consortium – with the associated prospects of using an "in-house" solution for course and peer review by sharing QM-trained and certified staff

TMCC, GBC and WNC DE directors (with CSN, NSC, UNLV, UNR, SCS and the NSHE vice-chancellor's office) meet monthly via webinar to address common issues (state authorization, student financial aid fraud, student authentication, etc.)

All campus DE directors cooperate to draft a State DE Report every two years

All NSHE institutions participated for the past ten years in a shared online directory of courses, general advising information, and key institutional contacts (currently not available/it was posted at www.nevada.edu)

CollegeNet (R25) room scheduling originally adopted by TMCC but now the solution for all four community colleges – with TMCC's Vicky Davis as the chief trainer during the initial migration/still available for occasional questions. Forming the consortium *saves TMCC \$1845 yearly* in licensing fees.

Hyland OnBase document imaging system again first adopted by TMCC but now jointly used by WNC and GBC

All NSHE institutions currently connected by the NevadaNet IAV network in support of instruction

SHARED RESOURCES

The student accounts departments at schools that use the Peoplesoft Shared Instance (TMCC, WNC, SNC, GBC, and CSN) formed the Advisory Support Group (ASG). Makes recommendations for codes and common processes. It is one way to keep the Shared Instance on the same page. They meet every month via phone, and if need to they also invite UNR and UNLV if the topic is relevant to them.

Hyland OnBase document imaging system: initiated by TMCC; now jointly used with WNC. GBC will implement in Fall 2012 and NSC is also considering joining our consortium. **TMCC** has taken on the responsibility of project manager for this system which includes contract management in conjunction with System Computing Services, facilitation of billing, training, and technical modifications.

IT Operations provides WNC and GBC IT Staff with technical advice and assistance when requested

Through the iNtegrate Shared Instance Alliance (iSIA), TMCC and the other colleges continually collaborate on solutions related to the Oracle PeopleSoft Campus Solutions student information system; case in point - - TMCC took the lead on facilitating and managing the implementation of the PeopleSoft interface for the Follett bookstores that benefited CSN, GBC, and WNC. As a reminder, the mission of the iSIA is to actively explore collaborative opportunities and assist in defining and implementing best practices, common services, and shared resources. The iSIA does this by pursuing overall efficiency and cost effectiveness opportunities (cost savings, cost containment, cost avoidance) through shared risk, shared resources, mutual services, and joint bargaining power.

TMCC hosts the Listserv for the NSHE Disability Services discussion group

In ITS our Application Services group as part of the iNtegrate project (being a pilot campus) we developed all of the Security (permission lists, roles, and SACR row level security) for the Shared Instance of PeopleSoft-Campus Solutions (TMCC, WNC, GBC, CSN, & NSC)

In ITS our Application Services group as part of the iNtegrate project (being a pilot campus) we developed all of the User Documentation for the Shared Instance of PeopleSoft-Campus Solutions (TMCC, WNC, GBC, CSN, & NSC)

In ITS our Application Services group as part of the iNtegrate project (being a pilot campus) we developed all of the Business Process Guides for the Shared Instance of PeopleSoft-Campus Solutions (TMCC, WNC, GBC, CSN, & NSC)

Media Services loans TMCC equipment to support all Northern Nevada Board of Regents meetings

ITS has shared information on how we do:

- Student and Staff Single Sign-On to all systems
- Implementation of Google Apps for Students
- Implementation of Google Apps for Faculty/Staff
- Leave Accounting

ITS has new development standards that will facilitate adoption of our in-house developed applications by other NSHE institutions (presently working on electronic time sheets)

Snow removal on Raggio Parkway shared with DRI.

TMCC and WNC entered into a memorandum of understanding that allowed the two colleges to share a nursing faculty position for fall semester 2011. The late spring resignation of a nursing faculty member at Western who specialized in Pediatrics prompted Nursing Directors Karen Fontaine at TMCC and Judy Cordia at WNC to get together to see if they could assist each other in solving WNC's urgent need to find a Pediatric Nurse for fall semester. TMCC was able to free up one of its nursing faculty to assist WNC because of a one-time change in the teaching schedule of its nursing faculty as TMCC shifts its admission sequence from two cohorts each fall to one every semester as well as the hold placed on the year round program due to budget constraints. Savings to TMCC: \$26,512 (80% of salary - cost of adjunct to replace.)

The library partners with all other NSHE institutions as part of the interlibrary loan system. This saves us the expense of purchasing material that will seldom be used.

UNR Partnerships: Accuplacer collaboration, co admission, and Transfer Liaison

FastTrack partnership/MOU with NSC for a seamless 2+2

Collaborating with UNR on the We the People District competition this year

Until recently, collaborated with UNR (and Education Collaborative) to help the WCSD- the ITAG (Information Technology Advisory Group)

TMCC & GBC have previously partnered with IAV classes (late-1990s – offered classes that augmented the curriculum for GBC using TMCC faculty)

GBC has funded an IAV room at TMCC (SIER 108) from a grant for its surveying degree – and offers classes at our Redfield campus in support of that degree

TMCC, GBC and WNC have made the joint decision (with NSC and CSN) to move to the Canvas Learning Management System – with the associated prospects of being more readily able to share classes, curriculum/content, and to co-offer online classes (migration currently underway). DE directors have also discussed the possibility of jointly-developed projects such as student orientation, faculty training modules (especially online) and course assessment.

TMCC developed the interface solution between Canvas & Peoplesoft for use by all NSHE members of the Canvas consortium. GBC is already using the solution effective with its summer sessions. Net savings: at least \$59,000 in consultant costs

TMCC, GBC and WNC have made the joint decision (with NSC, CSN and UNR) to form a Quality Matters national rubric consortium – with the associated prospects of using an "in-house" solution for course and peer review by sharing QM-trained and certified staff

TMCC, GBC and WNC DE directors (with CSN, NSC, UNLV, UNR, SCS and the NSHE vice-chancellor's office) meet monthly via webinar to address common issues (state authorization, student financial aid fraud, student authentication, etc.)

All campus DE directors cooperate to draft a State DE Report every two years

All NSHE institutions participated for the past ten years in a shared online directory of courses, general advising information, and key institutional contacts (currently not available/it was posted at www.nevada.edu)

CollegeNet (R25) room scheduling originally adopted by TMCC but now the solution for all four community colleges – with TMCC's Vicky Davis as the chief trainer during the initial migration/still available for occasional questions. Forming the consortium *saves TMCC \$1845 yearly* in licensing fees.

Hyland OnBase document imaging system again first adopted by TMCC but now jointly used by WNC and GBC

All NSHE institutions currently connected by the NevadaNet IAV network in support of instruction



Western Nevada College

Carson City · Douglas · Fallon · Fernley · Hawthorne · Lovelock · Smith · Yerington

The Right Choice

OFFICE OF THE PRESIDENT

MEMORANDUM

To:

Dan Klaich, Chancellor

From:

Carol Lucey, President

Re:

Inter-institutional collaboration

Date:

October 10, 2012

The following is a listing of collaborative efforts throughout the years, to better serve our communities and involving WNC and other NSHE entities:

- 1) WNC and Nevada State College have collaborated over many years to assure that a K-8 teacher preparation education program is available to students throughout our service area. Each year, several Nevada State College graduates attend one of the Western Nevada College commencements, where they are awarded a bachelor's degree for work they have completed in education through services available at WNC. The degree is conferred by an NSC representative.
- 2) UNR has offered a cohort MBA program at our Douglas County campus.
- 3) **WNC** works closely with **NIE** to serve industry, most recently in the development of a Manufacturer's Certificate to serve local industries, and **NIE** is housed on our Carson City campus.
- 4) WNC and TMCC both participated in a DIDI project last spring to prepare 40 students from our respective service areas in basic machining. The students each received basic CNC certificates through the National Metalworking Skills Institute. The DIDI board succeeded in placing all students in internships and subsequent local employment. President Lucey serves on the DIDI board.
- 5) President Wells (**DRI**), and President Lucey serve on a statewide **STEM** education board ("gathering genius") whose purpose is to better prepare k-12 students for **STEM** education.
- 6) During the last budget crises, the college was able to make arrangements with **Lyon County school district** to continue college educational services to Fernley and Yerington. However, there was no way to continue to provide services to more distant locations in Lovelock and Hawthorne, because of diminished administration at the Fallon campus. Interim President Lynn Mahlberg and President Lucey collaborated to arrange **GBC** services from the Winnemucca site to Lovelock.

Visit us online at www.wnc.edu

October 10, 2012 Memorandum Page -2-

7) President Johnson (UNR), and President Lucey are currently working on a project to restore some higher education offerings to the Hawthorne community, by encouraging college and cooperative extension collaboration. This is in preliminary planning stages and unlike the previous projects, should not be construed as a completed project.

Many other projects in issues such as diversity, nursing instruction, etc. occur among faculty and administration, and below the institutional level. The list herein is merely provided to convey the projects that occur at the institutional level.