

Minutes are intended to note (a) the date, time and place of the meeting; (b) those members of the public body who were present and those who were absent; and (c) the substance of all matters proposed, discussed and/or action was taken on. Minutes are not intended to be a verbatim report of a meeting. An audiotape recording of the meeting is available for inspection by any member of the public interested in a verbatim report of the meeting. These minutes are not final until approved by the Board of Regents at the June 2014 meeting.

**BOARD OF REGENTS\* and its  
TMCC PERIODIC PRESIDENTIAL EVALUATION COMMITTEE  
NEVADA SYSTEM OF HIGHER EDUCATION**

Red Mountain Building, Room 256  
Truckee Meadows Community College  
7000 Dandini Boulevard, Reno  
Monday, April 7, 2014

Members Present:     Dr. Jason Geddes, Chair  
                           Mr. Rick Trachok  
                           Dr. Jack Lund Schofield  
                           Mr. Jerry Smith, Community representative  
                           Ms. Mary Simmons, Community representative  
                           Ms. Stephanie Prevost, Student representative

Others Present:       Mr. Daniel Klaich, Chancellor  
                           Mr. Scott Young, Deputy Chief of Staff to the Board of Regents  
                           Dr. Joseph Crowley, Evaluation Consultant  
                           Dr. Maria Sheehan, President, TMCC

*For others present please see the attendance roster on file in the Board Office.*

Chair Geddes called the meeting to order at 10:02 a.m. with all members present.

1.     Information Only – Public Comment (Agenda Item #1) – Councilwoman Sharon Zadra, Reno City Council, shared her insight and appreciation for what Truckee Meadows Community College (TMCC) has done for the community. With the leadership President Sheehan has brought, TMCC has stepped up and beyond in responding to community needs.
  
2.     No Action Taken – Evaluation Committee Process (Agenda Item #2) – The Committee recommended directions to the Evaluation Consultant regarding procedural matters and focusing the interviews to be conducted by the consultant. (*Ref. PPEC-2 on file in the Board Office.*)

Mr. Scott Young, Deputy Chief of Staff to the Board of Regents presented the Committee with the evaluation process to be followed, Committee duties, Open Meeting Law (OML) reminders and nine criteria to be included in the president’s evaluation per Board policy, the first eight of which apply to TMCC.

3. Information Only – Initial Meeting with President Maria Sheehan (Agenda Item #3) - The Committee met with President Sheehan to discuss all matters relating to the periodic evaluation, which may include reviewing and discussing strategic plans, goals, objectives, resource allocation policies, major challenges and successes, as well as the President's self-evaluation. (*Sheehan 2014 Periodic Evaluation and Handouts on file in the Board Office.*)

President Sheehan provided and discussed the importance of the student, economic development and donor packets which are provided to the respective areas and people to help promote TMCC.

President Sheehan stated the value of an evaluation is continued improvement and the ability to see what you are doing and if it can be done in a better way. As they look at improvement they must also look at priorities because there is not enough time in the day. Guidance from the Committee is also needed to keep the president on course.

President Sheehan provided responses to the eight areas of performance criteria that pertain to TMCC:

#### Budgetary Matters and Fiscal Management

TMCC is completing a \$2.28 million reduction. There have been no resources to allocate, but TMCC has made reductions in-line with institutional goals and objectives. President Sheehan stated she has focused on increasing grants, sought foundation and private gifts, initiated efforts to secure future funding streams and embarked upon a public-private partnership.

Chair Geddes asked how the \$2.28 million was derived. President Sheehan noted it was a combination of the budget formula and the enrollment reduction.

#### Academic Administration and Academic Planning

The Northwest Commission on Colleges and Universities (*NWCCU*) provides strong direction regarding setting goals linked to strategic planning and resource allocation. The mission, core themes and objectives are discussed annually. President Sheehan uses the Core Themes and Strategic Plan as guiding documents to determine allocation of resources. The Strategic Master Plan outlines strategies and is used to cultivate private donors and foundations.

#### Student Affairs

During the NWCCU Accreditation visit they reaffirmed evidence of student involvement in decision making and were impressed with and provided commendations for effective recruitment, admissions, counseling and advisement programs. The focus on retention has led to the highest graduation rates in TMCC's history. President Sheehan added she interacts with student leadership, and makes presentations at student government board meetings, as well as preparatory sessions with student leaders attending Board of Regents meetings.

3. Information Only – Initial Meeting with President Maria Sheehan (Agenda Item #3) – (Continued)

Personnel Management

President Sheehan created a college-wide Advisory Council representative of the whole college community. The president also presents to the Faculty Senate and the Classified Council. There is a strong commitment to make personnel changes when needed. She has been fortunate to select strong subordinates to compose her President's Cabinet in whom she has total trust and confidence. A new faculty hiring process was implemented with greater focus on diversity. Every subordinate is evaluated annually.

Decision Making and Problem Solving

President Sheehan stated she tries to be as responsive as possible, make decisions in a timely manner, and reserves the right to change course if additional information warrants. Her decision making is in close connection with faculty leadership.

External Relations and Fund-Raising

Presidents are now tasked with external fundraising. She is the chief spokesperson for TMCC and attends as many functions as possible, each providing an opportunity to let the community know the role of TMCC in economic development workforce preparation and the resources that TMCC can provide to local business. TMCC has secured \$13.5 million in federal, state and local grants over the last 21 months. The 99% increase is attributed to an aggressive campaign to increase the number of quality submissions as well as excellent monitoring of grant awards. This year her favorite experience was speaking at the Washoe County School District Family Access Day in English and Spanish explaining what college has to offer.

Relationships to the Board

President Sheehan stated she had closest contact with the northern Board members and believed her relationship with them to be extremely positive. President Sheehan added she tries to speak with the southern Regents via telephone and in-person visits. Her current time with Regents is spent discussing the college budget cuts and plans for a long-term financial viability.

Progress Toward Master Plan and Other Performance Goals

President Sheehan directed the Committee to charts including High School Capture Rates, Retention Rates by Semester, Graduation Rates, and New Student Persistence by Ethnicity.

Chancellor Klaich asked if the chart on page 10 was the fall to spring retention rate with President Sheehan responding yes. President Sheehan added retention is the course completion, and persistence is the ability to go from one semester to the next.

Chair Geddes asked about strategies to increase enrollment. President Sheehan asked to show her video clip to answer that question.

3. Information Only – Initial Meeting with President Maria Sheehan (Agenda Item #3) – (Continued)

Regent Trachok asked for clarification on the 31,645 total enrollments. President Sheehan stated it was an aggregate number between Fall 08 to Spring 13. Chancellor Klaich added those were not students, but classes. President Sheehan stated retention is the ability to complete a class; how many complete classes are there in terms of enrollment. Regent Trachok asked how this number was used. Chancellor Klaich stated one of the ways they measure success is how students continue to progress, so you want to see them move from one course to the next. President Sheehan noted it was the smallest level of measurement toward the end goal.

President Sheehan provided an example of a video clip she uses to communicate and update the college community. (*Video on file in the Board Office.*)

Progress Toward Master Plan and Other Performance Goals – (Continued)

President Sheehan directed the Committee to the Strategic Directions Status Report on page 24 of the evaluation binder. The Chancellor provided the specific template and she dropped her specific information into column two and column three is how she faired in the six to twelve month timeframe.

President Sheehan directed the Committee to her responses to the 2011 periodic evaluation recommendations in the tab titled “Response to 2011 Periodic Review Recommendations” in the provided periodic evaluation binder. President Sheehan noted she took all the recommendations very seriously.

President Sheehan provided her Fiscal Year 15 (*FY15*) goals including the TMCC Alumni Association Biggest Little Street Fair which will reside in the Downtown Seventh Street Market. It will start out very small with a goal of generating revenue for the college. Another goal will be to increase the Black Tie Event and the Rodeo Roundup Fall 15. President Sheehan will also finalize NSHE’s first presentation of NCORE to include the Chancellor, one Regent and four presidents. President Sheehan provided picture boards of TMCC’s capital projects.

Chancellor Klaich stated the collateral materials brought forward at the beginning of the meeting were wonderful, clear, concise and very representative of the college. President Sheehan stated they have worked hard to standardize the brand and make it something to be proud of.

2. Approved – Evaluation Committee Process (Agenda Item #2) – (Continued)

Ms. Simmons stated the self-evaluation was very comprehensive.

Regent Schofield stated President Sheehan did a wonderful job presenting her self-evaluation.

2. Approved – Evaluation Committee Process (Agenda Item #2) – (Continued)

Regent Trachok recommended they focus on the optimum staffing and the metrics to be used to grade a president in this area. He was troubled by the lack of metrics in the System. It is fair to the president to identify the metrics to be used and then hold the president accountable. The second area is enrollment. He asked for metrics to be identified so they could fairly rate the president. Shared services are another critical area to all the northern institutions. He wanted to make sure of the maximum number of services that can be shared amongst all the institutions. Metrics will help all institutions when measuring shared services. Finally, grants and fundraising metrics will make it easier on an annual basis to rate the presidents.

Chair Geddes asked collaboration with the other institutions be included, as well as, other initiatives and how they are going from their viewpoint.

Chancellor Klaich noted fair metrics that are understood by all that form a solid basis for knowing what you are striving for and whether you hit it are important. President Sheehan identified one of the big challenges of the college which is enrollment. A number of strategies have been laid out as to how to reverse the enrollment trends and he thought it was important for them to know what the achievable goals are to be expected to reverse that trend and moving forward. A 32 percent graduation rate goal was noted but he did not see a timeframe for achieving that goal. Shared services have been embraced by the presidents, but the tough work is ahead. There will have to be a metric established over time.

In regards to shared services, President Sheehan stated agreements with WNC, GBC, DRI and UNR were all coming forward. The difficulty has been trying to coordinate among the institutions because no institution has the authority to coordinate the other institutions. She thanked the Chancellor for the appointment of an individual that will help guide the campuses through the process. Each president will have equal standing. No one will have the ability to direct any one of the others. Chancellor Klaich stated they have all agreed the person is talking with the voice of the Chancellor and all three presidents. They did not want any misunderstanding about the authority of the individual.

President Sheehan wanted clarification on the grants and fundraising piece Regent Trachok asked for. Regent Trachok noted he wanted to know her goals in terms of sources of funding and total funding. President Sheehan stated they currently are at a rate of 70 percent for grants. The dilemma is who is going to do it and the campus only has two people. Chancellor Klaich added the grant and contract discussion for community colleges is challenging because their primary mission is to teach. They have asked the community colleges to move in this direction and they are responding, but traditionally this has not been included. They will need help. Regent Trachok clarified he was not interested in how the goal is accomplished, but instead setting the goal and achieving the goal. President Sheehan stated they have been extraordinarily fortunate and would not set the bar that high in the future. She added she did think they could have a goal for revenue streams other than grants.

2. Approved – Evaluation Committee Process (Agenda Item #2) – (Continued)

Chair Geddes stated shared services is a Board priority, along with the performance pool. The formula changed so a plan on how they will secure that funding is important.

Dr. Crowley asked if they were looking for what the metrics were in the identified areas or are they looking for a sense of input from those interviewed as to what the metrics should be. Chancellor Klaich thought they were trying to provide a clear and fair guidance to a president on an ad hoc basis. He didn't think they were looking for a policy, but feedback specifically from the evaluation consultant and president, on what to reasonably expect from the institution's performance in the areas noted. Regent Trachok was looking for the president to tell the Board what the aspirational goals are so everyone can use the same metrics.

Chancellor Klaich asked if Dr. Crowley and the president had received enough guidance to move forward. President Sheehan clarified they were looking for the annual goal for raising dollars for grants and external funding, what the targets are and whether they are achievable. Regent Trachok clarified he was looking for the president to set the aspirational goals and to define the metrics on how she wants to be rated. Dr. Crowley stated that was helpful.

4. Information Only – New Business (Agenda Item #4) – None.

5. Information Only – Public Comment (Agenda Item #5) – None.

The meeting adjourned at 12:01 p.m.

Prepared by:

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Submitted for approval by:

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