

Nevada System of Higher Education

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To: Nevada System of Higher Education Board of Regents

From: John Valery White, Chancellor

Re: Process for Update of NSHE Strategic Plan

At the August Board of Regents Retreat, you asked me to update the Nevada System of Higher Education Strategic Plan. This Memorandum sets out the phases for development of that plan for your review.

The process I suggest here proceeds in three parts and is aimed at developing the structure of a plan, seeking stakeholder input and engagement, and presentation of a revised plan for the Board of Regents to consider. The process is premised on two key assumptions: first, the goals of the system are already set by the policy commitments of the State and the Board itself; and second, the plan is the system's and therefore not a substitute for the strategic plans of the member institutions. The assumptions constrain plan development because, in the first case, a plan with additional goals will distract our institutions from meeting the existing policy commitments of the state and, in the second case, unjustifiably constrain their ability to create and pursue a vision for growth of their institution.

The three phases I propose are: one, Preliminary Assessment; two, Stakeholder Engagement; and, three, Construction and Delivery of Detailed Plan. In the first phase, I expect to meet with Board Members, Presidents, System Administration, and the Faculty and Student Councils to get their sense of the status and strategic needs of the Board, the System, and the member institutions as they relate to meeting the three broad goals set out in the Governor's strategic direction document. Goals based on the Governor's goals could be:

- i. Better educated citizenry/workforce
 1. Improve Attainment
 2. Increase enrollment, progression and completion
 3. Align workforce training with needs
- ii. Increase research, commercialization of inventions, and start up activity in state
 1. Increased Research activity at research institutions
 2. Improved partnerships with public and private research organizations in state (e.g., hospitals and Lou Ruvo Center)
 3. Increased commercialization activity
 4. Increased start up activity
- iii. Close the equity gap in higher education

With that input I will develop a preliminary draft plan, including a SWOT analysis, vision and mission statement, refined goals, and implementation goals and values. I will present this preliminary draft to the Board at the March Board of Regents Meeting.

Phase two will consist of stakeholder engagement. During this time I will receive input on the preliminary draft from stakeholder groups around the state and at all the institutions. I will utilize this input to update the draft and identify metrics for judging success under the plan. Phase three will be the development of a final draft for the board to consider at its June Board of Regents meeting.