

BOARD OF REGENTS
BRIEFING PAPER

Meeting Date: June 9th and 10th 2016

1. AGENDA ITEM TITLE: Great Basin College Poised for Next Step: State College Status

2. BACKGROUND & POLICY CONTEXT OF ISSUE:

Within NSHE, GBC is designated as a community college. However, for 17 years they have been authorized to award baccalaureate degrees, having done so to well over 700 individuals. Based on current policy, this hybrid status continues to cause concern and confusion as GBC grows and evolves at the bachelor's degree level. Moreover, for many rural place bound citizens GBC is virtually the only avenue to a postsecondary credential. GBC is actually a relatively mature 4 year institution with residential housing and a significant community college and workforce development component to their mission. As such GBC is wishing to have its designation within the Nevada system Of Higher Education formally change to that of a state college.

3. SPECIFIC ACTIONS BEING RECOMMENDED OR REQUESTED:

GBC is requesting that the idea being designated as a state college be considered by the full board as an information item having been previously presented to the Research and Student Affairs Committee.

4. IMPETUS (WHY NOW?):

At the September 2015 meeting of the Board of Regents, two new bachelor's degrees were approved (i.e., A B.A. in English and a B.S. in Biological Sciences). When this came up for a vote in the Academic, Research and Student Affairs committee, questions were once again raised about the appropriateness of GBC being allowed to offer these degrees. Making GBC a state college would lay these questions to rest. Also, in the discussions at the June 2015 Board of Regent's meeting and in private conversations with regents, many wondered why GBC is not a state college. Now is the time to have that discussion.

5. BULLET POINTS TO SUPPORT REQUEST/RECOMMENDATION:

- GBC has offered bachelor's degrees for 17 years.
- Over 700 bachelor's degrees have already been awarded by GBC.
- Thousands of place bound and part time students need additional post associate degree offerings.
- This will help to improve educational attainment in rural Nevada.
- Nevada will keep more of its own.
- GBC's future financial stability rests with offering more upper division degrees and which will also help the economy of scale issue.
- State College status will help with marketing the institution
- As proposed, state college status for GBC will not impose a financial burden on students as GBC will be a 4th kind of institution within NSHE, a hybrid.
- No other institution can or will serve the sparsely populated counties of rural Nevada, only GBC has found a way to do so.
- This change in status to that of state college and other plans for growth are supported by GBC existing mission.
- This change in status will not hurt NSC because they simply are not serving rural Nevada.
- A change in GBC's status to that of a state college will support its continuing evolution of increased service to rural Nevada.

6. POTENTIAL ARGUMENTS AGAINST THE REQUEST/RECOMMENDATION:

1. GBC's current status as a community college has and continues to work, so why change.
2. GBC has been allowed to expand its baccalaureate offering in spite of its CC status, status quo is OK.
3. Changing the Regent's Handbook and the Policy and Procedures Manual to reflect a change in GBC's status as an institution will require a lot of work.

7. ALTERNATIVE(S) TO WHAT IS BEING REQUESTED/RECOMMENDED:

- 1. Leave things as they are.
- 2. GBC remains a community college, but growth related requests receive expedited approval.

8. COMPLIANCE WITH BOARD POLICY:

Consistent With Current Board Policy: Title # _____ Chapter # _____ Section # _____

Amends Current Board Policy:

Title # 2 Chapter # 4 Section # _____

Title # 2 Chapter # 4 Section # 4.2.1

Title # 2 Chapter # 7 Section # 7.2.1 and 7.2.3

Title # 4 Chapter # 1 Section # 16,18 and 19

Title # 4 Chapter # 3 Section # 25

Title # 4 Chapter # 14 Section # 9

Title # 4 Chapter # 16 Section # 28

Amends Current Procedures & Guidelines Manual:

Chapter # 3 Section # _____

Chapter # 6 Section # 10

Chapter # 7 Section # 1

Chapter # 8 Section # _____

Chapter # 12 Section # _____

Other: There may need to be whole new sections of code written in The Board of Regent's Handbook and the Policy and Procedures Manual to accommodate the unique status and mission of GBC as a state college.

Fiscal Impact: Yes: X No _____

Explain: There will be no immediate negative financial impact. However, over time there may be costs associated with GBC's growth agenda. But, those increases in cost will be proportional and tied to increases in revenue.

Great Basin College Poised for Next Step: State College Status

Elko and Educational Innovation:

Elko is the very cradle of Higher Education in Nevada. Every teaching institution in Nevada can trace its roots back to Elko. The University of Nevada, now located in Reno, was founded in Elko in 1874. Later the University of Nevada Las Vegas had its beginnings in 1951 as an extension of UNR. In 1967, Elko Community College was established as the first Community College in Nevada. Its founding set the stage for the addition of Western Nevada College, Truckee Meadows Community College and the College of Southern Nevada, as they are now known. Finally, Nevada State College, Nevada's youngest institution, opened its doors in 2002 with two of their founding bachelor's degree curricula in education coming directly from those previously established at Great Basin College. Elko itself is growing with new hotels, businesses and hundreds of new apartments and homes being built in just the last three years. As we approach our golden anniversary, now is the time for Elko/GBC to once again innovate, change and increase its service to Nevada.

Introduction:

For some time now, GBC has been serving a dual postsecondary educational role for the most rural parts of Nevada: that of a community college and that of a four year institution. Founded in 1967 as a community college, GBC was authorized to award baccalaureate degrees in 1999. Since that time GBC has awarded nearly 700 bachelor's degrees, the vast majority directly to citizens of rural Nevada seeking educational advancement not otherwise available to them. Clearly GBC is a four year college with an exceedingly important and retained community college component to its mission. With GBC's current board approved mission, its on-campus housing and its vision for the future, GBC is already a mature four year institution. The next logical step is to make GBC a "state college," with the curricular freedom and marketing power that designation would provide. GBC is committed to serving the needs of our communities, so without question GBC would continue to honor its history and offer workforce development, transfer related certificates and associate degrees, as do many other institutions that have their roots in the community college movement of the 1950's and 60's.

GBC's future lies in the unfettered expansion of needed baccalaureate degrees. In our 10-county service area, several thousand people have earned associate degrees from GBC. Many of them need and desire local bachelor's degree options. GBC can and should be a different kind of State College, a fourth type of college in Nevada, if you will. However, this type of hybrid two and four-year college is commonplace around the nation. All colleges must grow, mature and evolve over time if they are to improve. Now is the time to make GBC a state college and settle the conflicts and restrictions that continue to arise out of its current status.

Some fear that making GBC a state college will disadvantage students by placing the burden of transition on their shoulders, delivering the same services for a higher cost. This will not be the case.

The Big Questions:

1. *How would this change effect the affordability of college to those wishing to earn a traditional community college certificate or associate degree?*

Answer: Although, the current state college rate for lower division courses (i.e., 100 and 200 level) is approximately \$50 more than the community college rate; at a Great Basin College type hybrid state college, students taking lower division courses will be charged the community

college rate. Those taking 300 and 400 level courses would be charged at the current upper division rate established for community colleges as is the current practice at GBC.

2. *How would the differences between the Community College workload and the State College be reconciled?*

Answer: Currently faculty at community colleges are expected to teach 15 credit hours each semester for a total of 30 per academic year. However, proposed language changes in Title 4, Chapter 3, Section 3, (Faculty Work Load Policy) Item 6c will have those teachers of upper division courses at community colleges receiving a differentiated workload that matches that of the state college. Currently state college faculty have a workload policy that requires them to teach 12 credits each semester for a total of 24 per academic year (see Title 4, Chapter 3 Professional Staff, Section 3). Specifically, this means those teaching exclusively at the certificate/associate degree level would still be expected to teach 15 hours per semester. Those teaching exclusively at the 300 and 400 level would teach 12 hours per semester. Those teaching both lower division and upper division courses would have a teaching load proportional to their specific mix of said courses. This change in workload policy has already been costed out for GBC at approximately \$97,000/year. To offset this cost GBC will need to add an additional 14 FTE at the baccalaureate level. State college status and additional planned baccalaureate degrees will easily offset this increased cost. The Vice Chancellor for Academic and Student Affairs, Crystal Abba and her staff have worked to clarify how teaching loads are calculated within NSHE for institutions where both associate degrees and bachelor's degrees are offered in keeping with the description above. Similar sliding scales are commonplace at our universities, where presidents and provosts have authority to modify workload depending upon the role the specific faculty member plays in implementing the campus mission. However, there would be no formal separation of faculty on the basis of their discipline, academic program or teaching load.

3. *Specifically How Will a Change in Status to State College Help GBC?*

Answer: Everywhere GBC is mentioned, it is referred to as a Community College, even though GBC has been offering 4 year degrees for 17 years. This status hurts our marketing efforts and has forced us to create somewhat unusual degrees, such as the Bachelor of Arts in Integrative Studies and the Bachelor of Applied Science, each with several areas of emphasis. Our latest additions of the B.S. in Biology and B.A. in English caused some resistance, took 18 months to get approved and raised additional questions about who should get to do what within NSHE - all occurring after the Board had seen and approved the creation of these degrees in GBC's strategic and academic master plan presentations. State college status would eliminate these reoccurring problems and uncertainties. As the program mix starts to approach equilibrium between lower and upper division course offerings, GBC will be in a better financial position. In short, a change in status will help in marketing (as detailed on page 4 of this document under E. Marketing), make the program approval process less contentious and provide long term financial stability. Once again it is important to note the financial burden for creating this hybrid college as required by the new funding formula will not be passed along to students.

Additional Rationale, Arguments For and Concerns Addressed:

A. Expanding Program Offerings And Allowing The State To Retain More Of Its Own Students

Currently GBC offers 7 different baccalaureate degrees providing a total of 13 discipline options. Since permission was granted to do so by the Board of Regents in the late 1990's. Each year GBC grants on average 52+ baccalaureate degrees (e.g., 2008 = 47, 2009 = 46, 2010 = 59, 2011 = 55, 2012= 61, 2013 =42, 2014 = 62 and 2015 = 48). If GBC were a state college it could more easily expand these offerings to take care of additional local student demand that we are not capturing at all or are losing to out-of-state institutions. The table provided immediately below shows GBC students who earned 30 or more credit hours between the years 2009 - 2011 and subsequently earned a bachelor's degree.

Baccalaureate Degree Granting Institution	Number of Bachelor's Degrees Awarded
Great Basin College	256
University of Nevada, Reno	77
All Utah Institutions Combined	38
University of Nevada, Las Vegas	32
13 States Combined, Excluding AZ, CA, ID and UT	26
Ashford University, CA	7
Boise State University, ID	7
University of Phoenix, AZ	5
Grand Canyon University, AZ	1
Sierra Nevada College, NV	1
Total =	450

Those students in our service area who can and wish to go to UNLV, UNR or NSC should do so, GBC's market is those who cannot. Using live Fall 2015 enrollment data from Peoplesoft, and looking at NSC students with a home address in Nevada, of 3,504 students with a NV address, only 2 are in the GBC service area (one in Eureka, one in Humboldt). There are 9 students from Nye (designated as both a combined GBC and CSN service area for Pahrump). For individuals in rural Nevada, GBC is the go-to institution

More bachelor's degree level offerings would be professionally fulfilling to GBC's highly qualified academic faculty, thereby improving retention (see section K on Faculty recruitment and retention). Currently, these faculty are mostly teaching introductory and survey courses. Over time the addition of new upper division offerings will be financially beneficial to the college, while providing thousands of GBC's two year graduates and former students with correspondingly appropriate baccalaureate degree options.

B. Improving Postsecondary Education Attainment in Nevada

This relates to the low percentage of college graduates in rural Nevada. Increasing options for this rural population through a college that is trusted, respected and local, could over time significantly improve this situation. According to 2010 U.S. Census Bureau statistics, Nevada was ranked 45/50 states in bachelor's degree attainment by

the population over 25 years of age. More recently, in a September 2014 article entitled “America’s Most (and Least) Educated States” by Thomas C. Frohlich et. al., Nevada was ranked the 4th least educated among the states with 22.5% of its population having a bachelor’s degree or higher. Only three states were worse: Arkansas at 20.6%, Mississippi at 20.4% and West Virginia at 18.9%. To make matters worse, Nevada’s educational attainment is buoyed by the metro areas of Reno/Sparks, Carson City and Las Vegas. Again, according to the U.S Census Bureau in a posting updated in April of 2015, the baccalaureate level attainment of Nevada’s rural counties was well below 20%. Additional education opportunities at the baccalaureate level will overtime result in better educated parent’s and improved outcomes for their children.

C. The Rand Research Study of 2001

Commissioned by then University and Community College System of Nevada Chancellor Jane Nichols, the 54 page study made several recommendations. Most have been implemented (i.e., revise the funding formula, create a more transparent fee setting process, expand the need-based financial aid program and create multiple institutional advisory boards/councils). However, one recommendation remains unfulfilled, namely the establishment of more state colleges to give the citizens of Nevada the kind of access to higher education enjoyed by the citizens of most other states. Designating Great Basin College as a state college would honor this last important Rand Study recommendation and allow the institution to be part of moving NSHE in the right direction again following several years of financial difficulties.

D. Bachelor’s Degree Approval Process

The current “Community College Baccalaureate Degree Proposal Development and Review Process” found in Title 4 Codification of Board Policy Statement, Chapter 14 NSHE Planning, Program Review, Articulation and Enrollment Policies. Section 9 provides the powers of veto, and delay to the University and State College Presidents. It took nearly 2 years of negotiations to get just two new degrees approved. Giving GBC state college status would remove the college from these code restrictions.

E. Marketing

A change in institutional status will provide GBC with a significant marketing opportunity. GBC’s last important marketing occasion came as the college changed its name from Northern Nevada Community College in 1995 and then 1999 was permitted to begin offering baccalaureate degrees with the first large class of graduates coming in 2003. During this time GBC’s enrollment increased 59.6% from 894 students to 1427. Conversely, WNC, Nevada’s other rural community college, increased its enrollment by just 18.8% during the same time frame. A Bachelor’s degree from a state college will be perceived of having added value and more currency in the marketplace. In early February of 2016, two separate national ratings of online colleges and universities were released. According to Great Value Colleges rating the top 100 colleges and universities, GBC was #1 in the nation for affordability of instate tuition and on a second rating by

the SR Education Group of the top 25 online schools, GBC was #2 overall for its affordability combining in-state and out-of-state tuition costs (see links below). State college status would broaden the appeal of GBC's online offerings to out-of-state students. These students help fill unused capacity making all offering more efficient (also see section I on economy of scale). The dollars they will bring to GBC and the state to fund operations are not unlike the gaming and tourism dollars that come to Nevada from around the nation. <http://www.greatvaluecolleges.net/affordable/affordable-online-colleges-2015/>

<http://www.virtual-strategy.com/2016/02/03/sr-education-group-releases-2016-most-affordable-online-colleges-onlineuorg#axzz3zABX2fhL>

Also, when top 50 online schools in the nation were rated on a combination of net price, retention rate, graduation rate, distance education enrollment, credit for life experience and technology resources by the Best Value Schools.com, GBC was ranked 33 overall. The following text is a direct quote from their web site (see link below) and perfectly describes GBC.

“With a net price that barely surpasses \$10k, it's immediately apparent that Great Basin College is one of the best online colleges for the budget-conscious. Just over 50% of GBC students take online classes, suggesting that the school has struck an ideal balance between traditional and distance learning methods. Although the main “residential” campus is located in Elko, Nevada, Great Basin's reach – with the help of multiple regional centers – extends across most of the state. And GBC's accredited online college is growing quickly. Interactive web-based platforms like WebCampus and MyGBC, which provide resources to help you enroll in classes, contact your advisor, and learn about financial aid options, make online learning at this school extra convenient.”

<http://www.bestvalueschools.com/rankings/online-colleges-2016/>

F. Proximity

Being close to home is still a very important consideration for individuals selecting a college. In an article, Sanders, L., (January 24, 2013) Ties-to-Home. The Chronicle of Higher Education, <http://chronicle.com/article/Ties-to-Home/136789/>, the importance of proximity to home was highlighted. In both 1971 and 2012, 53% of college freshmen attended college within 100 miles of home. These facts run counter to beliefs about globalization. Students simply like places that are familiar to them and close to family.

G. Economic Development

In Nevada there are two major metropolitan areas, Las Vegas/Henderson and Reno/Sparks/Carson City. Each community serves as the economic development driver for their respective corners of the state. Each has important two year and four year educational institutions that serve as anchors for economic growth. Elko, although today somewhat smaller, it is growing rapidly and anchors the Northeast corner of the

state. Here and throughout rural Nevada, Great Basin College serves as both a community college and a senior institution. The economic health of the rural portions of the state depend in no small part on the continued growth of Great Basin College. If you examine the cities and areas in the county that are thriving, you will find a strong institution of higher learning at its core.

H. Accreditation and Carnegie Classification

As listed on their web site The Northwest Commission on Colleges and Universities, NWCCU already designates GBC as a four year institution and has accredited it as such. Additionally, GBC’s official 2015 Carnegie Classification of Institutions of Higher Education classifies the college as (Level 4-year or above).

I. Economy of Scale

The sparse population in rural Nevada means smaller class sizes, hence less registration fee revenue. More baccalaureate level degrees will help populate courses already being offered and help mitigate GBC’s economy of scale funding issue. Currently GBC has a very tight and focused set of general education options for all of its curricula including at the baccalaureate level. Every new bachelor’s degree added helps to populate these general education offerings making them more productive. Additionally, virtually any new bachelor’s degree added will incorporate many existing courses, again making them more efficient when offered. The fixed overhead required to deliver services at a small college has been offset to a point by the small institution factor embedded in the funding formula. Yet, to thrive financially and better serve the citizens of rural Nevada, GBC needs to grow at the upper division level. This will be facilitated by state college status.

In the near term GBC will be adding the following baccalaureate degrees in accordance with its board approved strategic plan and academic master plan. See table below.

Year	Baccalaureate Degree Description	Estimated Year 3 Fall Enrollments
Spring 2016	B.A. in English and B.S. in Biological Sciences	12 Each
Academic Year 2016-2017	Splitting the Current Bachelor of Arts in Integrative Studies with areas in Social Science and Natural Resources into stand-alone degrees in those specific disciplines	12 Each addition to current enrollment of 27 each
Academic Year 2017-2018	Bachelor of Arts in Graphic Arts Also consider ABET Accreditation for Bachelor of Applied Science with emphasis in Land Surveying	15 100 (Online Nationwide)
Academic Year 2018-2019	Bachelor of Science in Nursing Bachelor of Science in Industrial Hygiene and Safety	30 New as RN to BSN Phases out 40
Future Possibilities Being Considered	Bachelor of Science in Industrial Technology Bachelor of Science in Geomatics Making stand-alone degrees out of selected individual areas of emphasis (e.g., Digital Info. Tech., & Management in Technology) now approved as part of GBC’s Bachelor of Applied Science (Note: This move will strengthen those degrees and improve their market potential for graduates)	50 Upper Division 25 Upper Division 25 ew Total

J. The Financial Benefits

Currently GBC's offerings are split with approximately 90% at the lower division and 10% at the upper division. More bachelor's degrees and state college status will over time begin to balance those offerings closer to a 50/50 ratio ultimately yielding millions of additional dollars in registration fees and weighted student credit hour allocations from the state. This of course cannot and will not happen overnight. The UNLV Medical School, Carnegie Research Very High status for the universities and full use of NSC's new multimillion dollar campus buildings, all wholeheartedly supported by the Board of Regents, will take years to fully mature. However, growth and progress starts with a vision and GBC clearly has a vision for the future. This is not a "build it and they will come" vision. It is a vision that will have real tangible benefits to the college and the citizens of Nevada, although difficult to precisely quantify (again refer to sections on Economy of Scale, Marketing, and Postsecondary Educational Attainment).

K. Faculty Recruitment and Retention

The incredible beauty of Great Basin College often surprises potential faculty when they arrive for an interview. This beauty has been recognized at the national level twice in the last two years (see web links below). However, being a state college will dramatically increase the recruitment pool of highly qualified candidates. As we continue to increase the number of baccalaureate degree offerings these new faculty will be more inclined to stay seeing both their own personal growth potential and that of the college.

<http://affordableschools.net/30-attractive-yet-affordable-college-campuses/>

<http://www.noodle.com/articles/4-college-tucked-away-in-beautiful-landscapes>

L. Out of State Competition

Recently \$2,000,000 was awarded to Western Governor's University through USA Funds to establish a Nevada branch of WGU and market it statewide. Governor Sandoval endorsed the addition of WGU in Nevada and made a commercial speaking of its importance to the state's citizens. This act provides us with additional evidence that he among others believe the citizens in Nevada are underserved at the postsecondary level. Certainly endorsing WGU is much cheaper than creating another NSHE institution. However, WGU is an online institution and in direct competition with GBC. Yet, because WGU requires full time attendance, the 69% of GBC's student body who are part time cannot attend and pay the \$3000/half year required by WGU regardless of how many courses are taken. Because of GBC's vast service area and large number of part time place bound students a majority of the institution's courses are delivered online. During the fall of 2015, 55% of the GBC's course offerings were delivered online, to students in Nevada and 28 other states. Another 17% of the college's courses were delivered via interactive video. GBC needs all of the programmatic and marketing tools it can acquire to combat the erosion of its market share by out-of-state institutions. Making GBC a

state college is a readymade, low cost option to better serving rural Nevada through an institution within the NSHE system and under the oversight of the Board of Regents.

M. Mission Creep

Mission creep is often mentioned when GBC begins to evolve, yet all institutions evolve over time. One only needs to review the institutional history of UNR and UNLV as posted on their official web sites to see each institution has evolved over time. Some might call it mission creep; others might say if you are not getting better, you are getting worse. Staying static is difficult to do and does not consider or accommodate the changing needs of the state and its citizens. UNR calls their evolution “dramatic change” and UNLV calls theirs an “amazing transformation.” Now each university wants to achieve Carnegie Research Very High status and UNLV is starting a medical school. One would not call these efforts mission creep, but evolution. GBC’s board approved mission statement is listed below and permits the kind of growth and evolution enjoyed by other senior institutions in NSHE.

GBC Mission Statement: Great Basin College enriches people's lives by providing student-centered, post-secondary education to rural Nevada. Educational, cultural, and related economic needs of the multicounty service area are met through programs of university transfer, applied science and technology, business and industry partnerships, developmental education, community service, and student support services in conjunction with certificates and associate and select baccalaureate degrees.

N. Abandoning the Community College Mission

Some fear that by offering more baccalaureate degrees GBC might be abandoning its community college mission. GBC would have no interest in abandoning its community college and workforce development missions. The Board of Regents, founders of the college, the mining industry, the city of Elko and other communities would never allow this. Additionally, all baccalaureate degrees offered by GBC have an embedded associate degree that will be a requirement for formal admission to each respective bachelor’s degree (Note: this will encourage the completion of that all-important first 2-year degree). A review of my resume’ will show that my first and most important postsecondary credential was an associate degree, and that I have been a professor and senior level administrator at three different universities: Ferris State University in Big Rapids, Michigan, Northern Michigan University in Marquette, Michigan and Purdue University in West Lafayette, Indiana. In addition to their senior college status, each of these institutions continues to offer a wide variety of associate degrees and workforce development programming while fulfilling a community college role for a large portion of their respective states; GBC can do the same. Furthermore, to properly fund the community college portion of GBC’s mission, additional revenue is an absolute necessity. So rather than State College status threatening GBC’s community college mission, it will preserve and enhance it as has been done in the schools mentioned above

Final Thoughts:

GBC has throughout its history served the citizens of rural Nevada, in many cases when no other institution would or could. During the great recession when WNC pulled back from some of its rural service area as a result of budget cuts, GBC stepped into the void. Later the Board recognized this service to rural Nevada by officially enlarging the service area. With five campuses and over twenty locations containing 65 interactive video classrooms and internet conductivity, GBC's infrastructure is there. Access, affordability and unselfish service to rural Nevada is the hallmark of Great Basin College. The college is once again asking to be allowed to enhance service to rural Nevada, to Nevadans who had largely been shut out of needed degrees until GBC stepped forward. Now is the time to empower GBC to move forward and implement a full four year mission in its service area as a state college.

Respectfully Submitted for Consideration
Dr. Mark A. Curtis, President, Great Basin College



February 19, 2016

Personal Post Script:

When I was hired as President of Great Basin College, there was little mention of the multimillion dollar financial hole the college would soon be pushed into. Yet, with deep cuts in personnel coupled with several efficiency measures, GBC has managed to rally around and survive, graduating record numbers of individuals in recent years. Like many position postings, when an institution is hiring a new president, there is a laundry list of desired characteristics. One characteristic on GBC's presidential posting was: "**VISION and PROMOTION: Articulate a dynamic vision for the College's future.....**"; I took this desired characteristic very seriously. Nowhere in the posting did it say we want a maintainer of the status quo. A careful examination of my 45 year long career will show that I am a builder and a doer, let me lead. Just since arriving at GBC I have managed to project optimism and keep morale high at the college while doing more with much less. I also developed and began to implement an important and vital vision for growth, authored the 5th Edition of the *Handbook of Dimensional Measurement*, published by Industrial Press and nationally recognized as the standard reference work in the field of Metrology, authored and published an important series on College Knowledge for those considering college and authored a 19 chapter monograph on Leadership and Management.

Mark A. Curtis



March 17, 2016

Board of Regents
Nevada System of Higher Education
2601 Enterprise Road
Reno, NV 89512-1666

Dear Regents,

This letter, approved by the members of the Great Basin College Institutional Advisory Council, is written to request your most serious consideration for making Great Basin College (GBC) a state college. This change is important and necessary if GBC is to fulfill its educational mission of higher education for the citizens of rural Nevada. Elko Community College, evolving into Northern Nevada Community College and now GBC, was founded because there was an unserved educational need. Since its founding in 1967, it has become one of the most important educational components of higher education in Nevada. GBC is proud of its community college heritage and intends to maintain it. However, after fifty years it is apparent that to advance and expand, important changes must be made. GBC is fortunate to have a President who has clearly visualized an important and exciting future. His vision and now that of the entire GBC community is to fill the current and future educational gaps found in rural Nevada. GBC was originally a college for essentially lower division education; after fifty years it should be combined with the higher division. The Northwest Commission on Colleges and Universities and the Carnegie Classification of Institutions of Higher Learning already formally indicate that GBC is a four year college. The Board of Regents should follow suit.

Making GBC a state college would provide GBC with the same unfettered opportunity for baccalaureate degree programs afforded to Nevada State College or any university. Elevating GBC to a state college will permit the college to make decisions quickly and effortlessly. Delay is the enemy of progress. The great ideas, plans and enthusiasm of highly intelligent administrators and educators cannot be placed on hold. Opportunity must be seized when it is available. GBC needs a fast track for rapid decisions and implementation that is necessary for the success of a college serving its community.

In order for GBC to have a genuine educational future in Nevada, it must have the opportunity to meet educational needs as they develop. It must not be restricted to a role that was appropriate in 1967 but rapidly changing in 2016. The continuing development of education in Nevada depends on the sincere cooperation of all institutions. Educational progress at GBC has been handicapped in two ways:

ELKO MAIN CAMPUS
1500 College Parkway
Elko, NV 89801
775.738.8493 • fax 775.738.8771

ELY CENTER
2115 Bobcat Drive
Ely, NV 89301
775.289.3589 • fax 775.289.3599

PAHRUMP VALLEY CENTER
551 East Calvada Boulevard
Pahrump, NV 89048
775.727.2000 • fax 775.727.2014

WINNEMUCCA CENTER
5490 Kluncky Canyon Road
Winnemucca, NV 89445
775.623.4824 • fax 775.623.1812

a funding formula and an obsolete degree approval system. The Great Basin College Institutional Advisory Council believes that making GBC a state college with a retained and strong workforce development component can help correct both problems.

The Board of Regents and the legislators of the State of Nevada passed legislation in 2013 that changed the funding formula for universities and colleges. Subsequently, early in 2014 the Interim Committee to Conduct an Interim Study Concerning Community Colleges (SB 391, 2013) was convened. One outgrowth of this committee's work was the establishment of an Institutional Advisory Council for each institution. GBC, since its founding, has had an influential and very active advisory board. The purpose of making previously voluntary advisory boards mandatory was that both entities, the Nevada State Legislature and the Board of Regents, recognized that local input would result in the transfer of valuable knowledge. This knowledge would be influential to the Board of Regents. GBC's request to be designated as a state college, and the unanimous support of its Institutional Advisory Council, is the first real test of the sincerity of this legislation. This request has only been made after prolonged and in-depth discussion, questioning and evaluation by the advisory council members.

In the final analysis, GBC wishes the Nevada System of Higher Education to be the finest in the United States. Only wholehearted support and encouragement of all stakeholders, including each of the colleges and universities in the system, will produce this result and the accompanying pride. In order to be the best in the nation, all our higher institutions must band together to assist one another to achieve their individual goals and aspirations. By employing this generous and unselfish approach, Nevada higher education will receive national recognition.

Sincerely Yours,

A handwritten signature in black ink, appearing to read 'Matt McCarty', with a long horizontal stroke extending to the right.

Matt McCarty, Chairman
Great Basin College Institutional Advisory Council



February 26, 2016

NSHE Board of Regents
2601 Enterprise Road
Reno, NV 89512-166

Dear Regents,

Re: Great Basin College evolution to a state college status.

The Great Basin College (GBC) Faculty Senate fully supports GBC's pursuit of state college status. The designation is in keeping with the Board of Regents and the Nevada System of Higher Education commitment to providing access to higher education for all Nevadans. The Northwest Commission on Colleges and Universities and the Carnegie Classification of Institutions of Higher Learning already recognize GBC as a four year institution. And, in addition, GBC is ranked second as the most affordable online college in the nation. The national recognition is another indicator of GBC's ability to better serve the state and to continue with its growth and transformation.

GBC has always been at the forefront of providing unique and affordable access to higher education. GBC already serves a dual role as an institution of higher learning by offering both 2-year and 4-year degrees. It has been providing bachelor degrees for 16 years, beginning before the opening of Nevada State College, Henderson. As a state college, GBC will be able to more effectively represent NSHE in the online education marketplace, market itself as a state college, develop a higher level of workforce development opportunities, and most importantly, address the demands of our student population by providing access to more bachelor's degree options.

For nearly half a century, the citizens of rural Nevada have been supporting the growth and transformation of Great Basin College. It is evident to the college's entire constituency that now is the time to recognize its academic standing and achievements and to formalize its role as a State College. We know the Board is aware of the unique challenges facing students in rural Nevada. They are place bound, and they have limited access to reliable technology and learning materials. But rural Nevada's changing demographics, economic development and workforce needs are also an important consideration. In order for Nevada to be strong, every component of NSHE must be as strong as it possibly can be. GBC as a State College will move NSHE a long way towards fulfilling the vision of Nevada as an economically sustainable and innovative state.

Please continue with your consideration of the transformation of Great Basin College into Nevada's next State College. Your commitment to this new direction is testimony to your commitment to the future of the State of Nevada, and for that we are deeply grateful.

Respectfully,

Great Basin College Faculty Senate- Approved 2/26/16

ELKO MAIN CAMPUS
1500 College Parkway
Elko, NV 89801
775 738 8493 • Fax 775 738 8771

ELY CENTER
2115 Bobcat Drive
Ely, NV 89301
775 289 3589 • Fax 775 289 3599

PAHRUMP VALLEY CENTER
551 East Calvada Boulevard
Pahrump, NV 89048
775 727 2000 • Fax 775 727 2014

WINNEMUCCA CENTER
5490 Klunicy Canyon Road
Winnemucca, NV 89445
775 623 4824 • Fax 775 623 1111



Northeastern Nevada Regional Development Authority
1500 College Pkwy, McMullen Hall #103 * Elko, NV 89801
*775-738-2100 www.nnrda.com

May 2, 2016

Board of Regents
2601 Enterprise Rd.
Reno, NV 89512

Board of Regents,

The Northeastern Nevada Regional Development Authority (NNRDA) would respectfully request your approval regarding Great Basin College's (GBC) request to become a State College. Workforce development is a crucial aspect for economic growth and GBC is one of our primary partners for ensuring success in this endeavor. GBC is the only higher education institution in rural Nevada and must have the flexibility to respond to the diverse needs within our communities.

Our Board of Directors were unanimous in approving this letter of support as they are employers in the region as well as City and County Elected Officials. They agree, authorization to develop and provide four year degrees would allow GBC the ability to offer cost effective opportunities to rural Nevadans who would otherwise be forced to abandon their education pursuits. As a state college, we believe that GBC can fulfill the needs that are not currently being met.

GBC is a remarkable institution with a great track record of bringing higher education to most of rural Nevada. They are exceptional at career and technical education and we believe that many of their students would go on to receive four year degrees if they were available.

Please don't hesitate to contact me if I can provide additional information.

Warm regards,

A handwritten signature in blue ink that reads "Pam Borda". The signature is fluid and cursive.

Pam Borda
Executive Director

Resolution in favor of Great Basin College becoming a (4-year) State College.

WHEREAS, Elko is the very cradle of Higher Education in Nevada as every teaching institution in Nevada can trace its roots back to Elko. The University of Nevada, now located in Reno, was founded in Elko in 1874; and Elko Community College was established as the first Community College in Nevada in 1967; and

WHEREAS, Elko Community College later became Northern Nevada Community College, and is today named Great Basin College. As the college approaches its 50th anniversary, now is the time for the college to once again innovate, change, and increase its service to Nevada; and

WHEREAS, the community of Elko is growing with new hotels, businesses, and hundreds of new apartments and homes being built in the last biennium; and

WHEREAS, Elko anchors the Northeast corner of the state, and economic health of rural portions of the state rely on Great Basin College for workforce training and educating its teachers, nurses, social workers, and business people; and

WHEREAS, since 1999 Great Basin College has been serving a dual post-secondary role for most parts of rural Nevada: that of a community college and that of a four-year institution; and

WHEREAS, Great Basin College has already awarded nearly 700 bachelor's degrees, with the vast majority of those being awarded to rural citizens who otherwise have no other local means of seeking educational advancement; and

WHEREAS, Great Basin College's future lies in the unfettered expansion of needed baccalaureate degrees. In its 10-county service area, several thousand people have already earned associate degrees from Great Basin College. Many of these graduates need and desire to attain bachelor's degrees in the communities in which they currently live; and

WHEREAS, there is currently a low percentage of college graduates in rural Nevada. According to the 2010 U.S. Census Bureau, Nevada is 45th in the nation in bachelor's degree attainment; and

WHEREAS, a great number of residents in rural areas seek education at Great Basin College, because it is trusted, respected, and local; and Great Basin College currently serves over 86,000 square miles of service area; and

BE IT RESOLVED, this 4th day of May, 2016, that the Elko County Commission with respect and admiration recognizes the outstanding work of Great Basin College, and supports its goal to become a State College.



A College Serving the State

Truly a State College

Elko Campus



Ely Center



Pahrump Center



Winnemucca Center



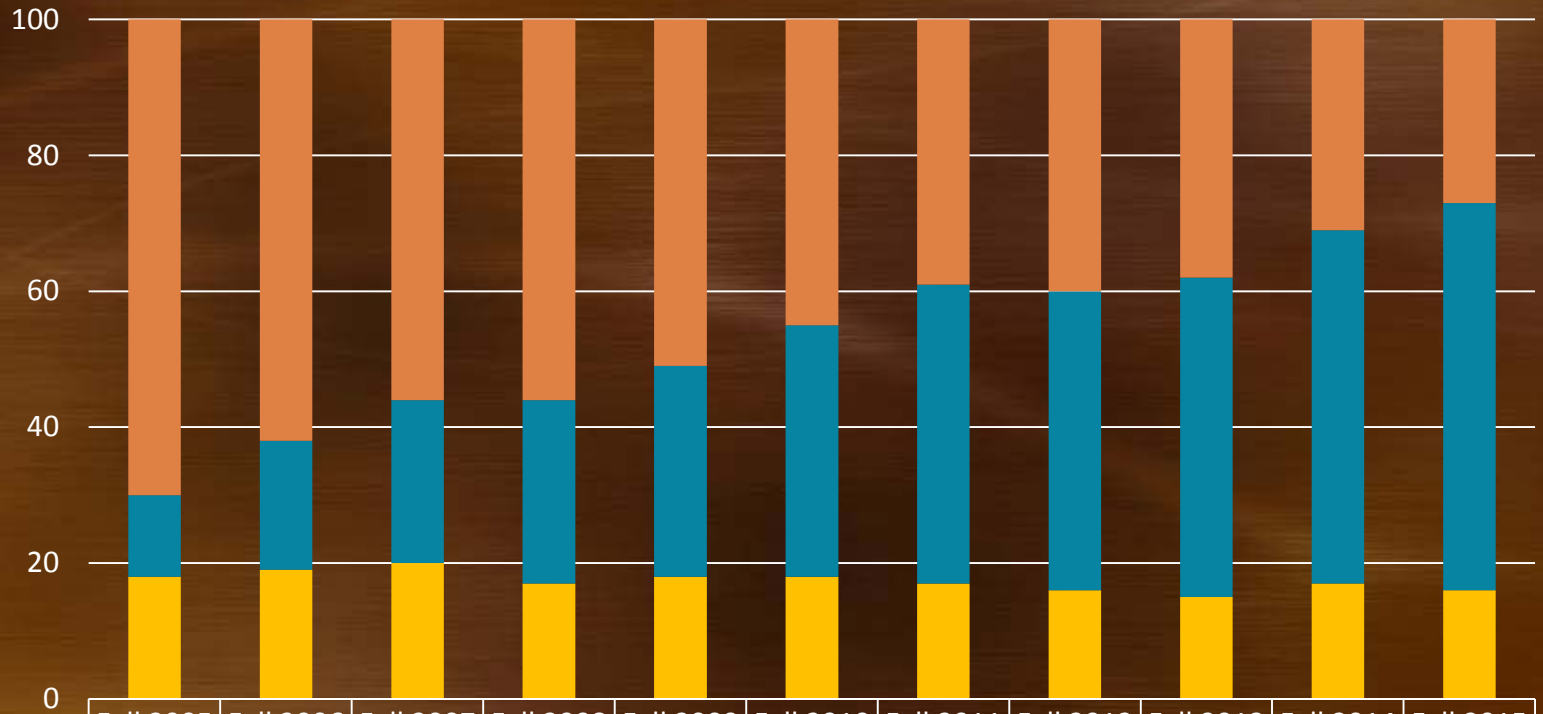
GBC Location	Miles From Elko	IAV Rooms
Alamo	327	1
Austin	159	1
Battle Mountain	70	5
Beatty	368	1
Carlin	20	0
Crescent Valley	61	1
Dyer	346	1
Elko	0	18
Ely	188	6
Eureka	113	1
Gabbs	252	1
Hawthorne	308	1
Jackpot	118	1
Lovelock	195	1
Lund	215	1
McDermitt	196	1
Owyhee	96	2
Pahrump	436	7
Panaca	299	1
Round Mountain	221	1
Spring Creek	15	2
Tonopah	270	1
Wells	51	1
West Wendover	109	2
Winnemucca	123	7



- 25 locations statewide
- Five campuses/centers
- Ten counties/school districts
- 86,500 square miles

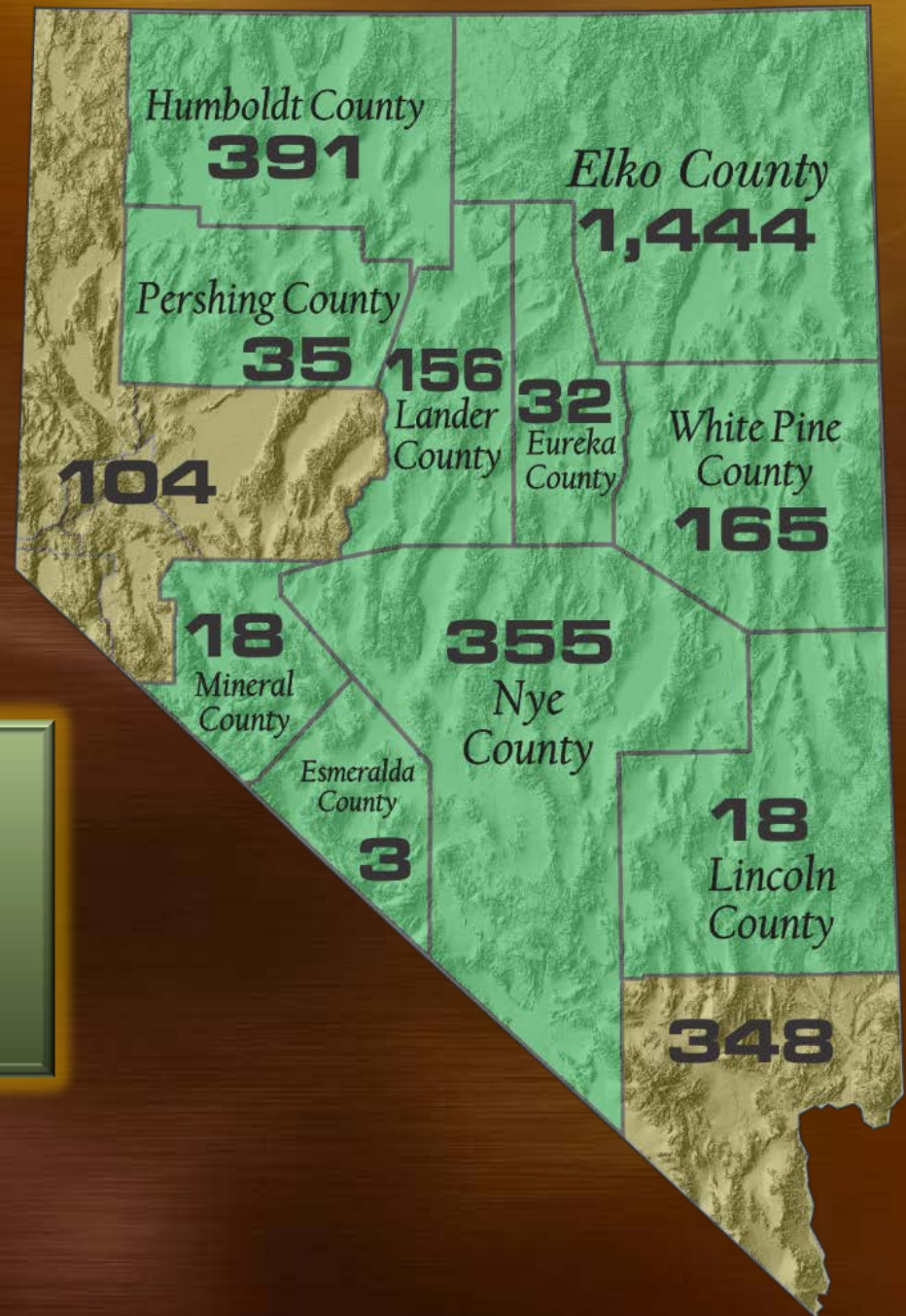
- Main communities:
 - Elko
 - Battle Mountain
 - Ely
 - Pahrump
 - Winnemucca

Percentage FTE by Mode of Instruction — Fall 2005 to Fall 2015



	Fall 2005	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
In Person	70	62	56	56	51	45	39	40	38	31	27
Online	12	19	24	27	31	37	44	44	47	52	57
Interactive Video	18	19	20	17	18	18	17	16	15	17	16

Where the GBC students are located in Nevada



FALL 2015

- IN-STATE-STUDENTS 3,069
- TOTAL COUNTIES 16

Where the GBC students are located in United States



FALL 2015

- OUT-OF-STATE STUDENTS 67
- STATES 19

How We Do What We Do Online



- A nationally recognized rubric



- Live online tutoring 24/7

- **Cranium Cafe** — Because Human Connection Matters
- Real time communication

GBC National Recognition



GBC Number 1 of 100

(In-State Registration Fees)



GBC Number 2 of 25

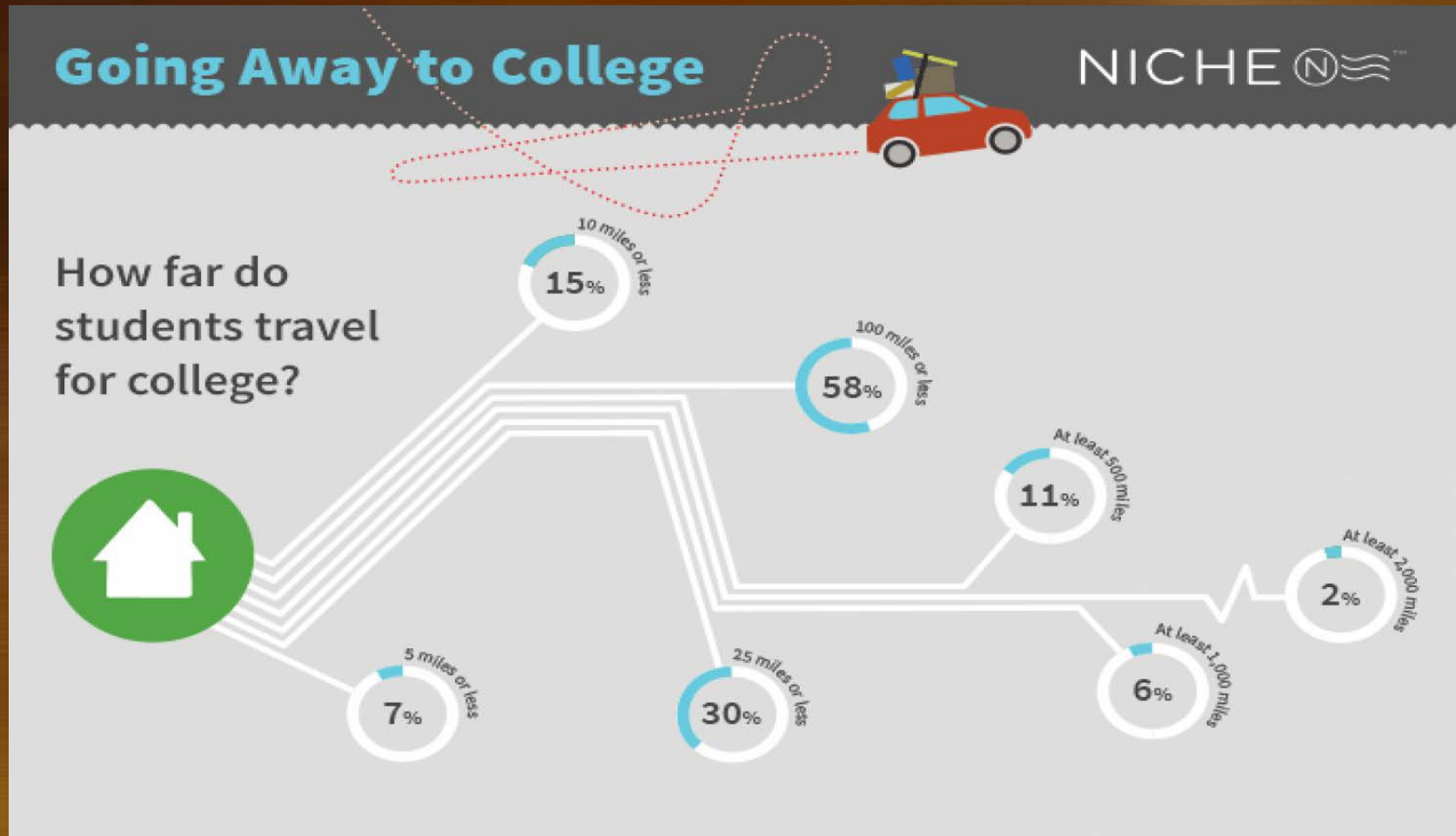
(In-State and Out-of-State
Tuition and Fees)

GBC National Recognition

- GBC Number 33 of Top 50 Colleges and Universities
 - Net price
 - Retention rate
 - Graduation rate
 - Distance education
 - Enrollment
 - Credit for life experiences and technology resources



Proximity



58% of high school graduates attend college within 100 miles of their hometown

Washington Post Article; by Niraj Chokshi; June 5, 2014

GBC Degrees and Certificates

Skills Certificates

3G/4G Welding
Certified Nursing Assistant
CompT1A Certification Preparation
Emergency Medical Technician — Basic
Emergency Medical Technician — Advanced
Medical Coding and Billing
Network Specialist
Office Technology
Pipewelding
Real Estate Salesperson

Certificate of Achievement Programs

Accounting Technician
Diesel Technology
Early Childhood Education
 Early Childhood Emphasis
 Infant/Toddler Emphasis
Electrical Systems Technology
Entrepreneurship
General Business
Human Resources
Human Services
Industrial Millwright Technology
Instrumentation Technology
Medical Coding and Billing
Office Technology
Retail Management
Spanish Interpreter/Translator
Substance Abuse Counselor Training
Welding Technology

Associate of Arts Degrees

Business (Pattern of Study)
Early Childhood Education (Pattern of Study)
Graphic Communications (Pattern of Study)
Social Science
Teaching (Pattern of Study)

Associate of General Studies Degree

Associate of Applied Science Degrees

Business Administration.
 General Business Emphasis
Business Administration,
 Accounting Emphasis
Business Administration,
 Entrepreneurship Emphasis
General Business Emphasis
Computer Technologies
 Computer Programming Emphasis
 Graphic Communications Emphasis
 Network Specialist Emphasis
 Office Technology Emphasis
Criminal Justice
 Corrections Emphasis
 Law Enforcement Emphasis
Diesel Technology
Early Childhood Education
 Early Childhood Emphasis
 Infant/Toddler Emphasis

Electrical Systems Technology
Emergency Medical Services — Paramedic
Human Service
Industrial Millwright Technology
Nursing
Radiology Technology
Welding Technology

Associate of Science Degrees

Biological Sciences
Engineering Science (Beginning with Calculus)
Engineering Science (Beginning with Precalculus)
Geosciences
Land Surveying and Geomatics
Natural Resources

Bachelor of Arts Degrees

Bachelor of Arts in
 Elementary Education
Post-Baccalaureate
 Elementary Program
Bachelor of Arts in English
Bachelor of Arts in Secondary Education
 Biological Science
 Business Education
 English
 Mathematics

Social Science
Post-Baccalaureate
 Secondary Program

Bachelor of Arts in Natural Resources

Bachelor of Arts in Social Science

Bachelor of Applied Science Degree (Areas)

Digital Information Technology
Graphic Communications
Instrumentation
Land Surveying/Geomatics
Management in Technology

Bachelor of Science Degrees

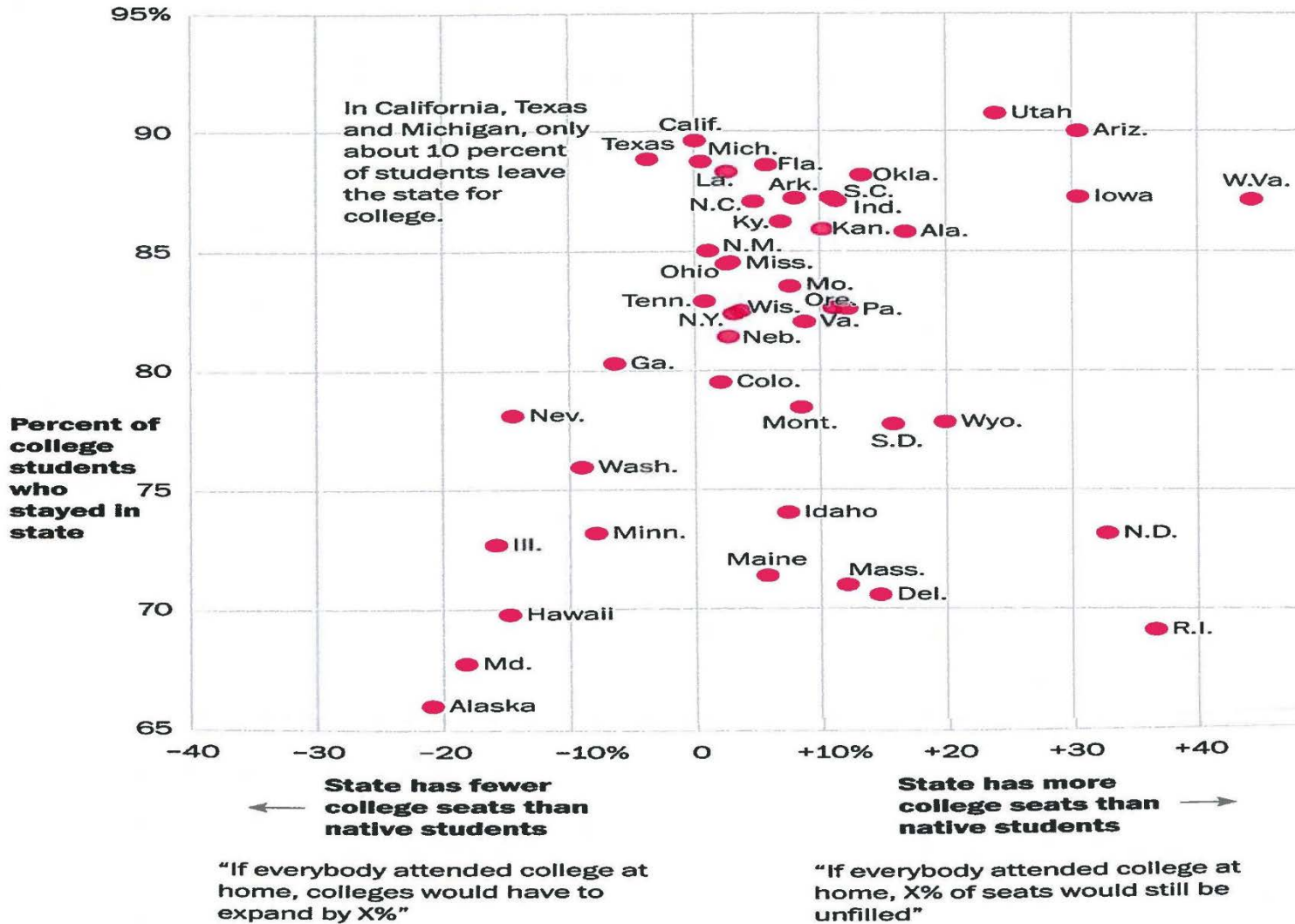
Bachelor of Science in Biology
Bachelor of Science in Nursing

Bachelor of Social Work (BSW) Degree

3+1 Collaborative Program between Great Basin College and the University of Nevada, Reno

Why are some states so bad at keeping their college students?

About 74% of students attend college in state. In places like Utah and California, over 90% stick around; in Vermont and New Hampshire, nearly half leave the state for college.



WASHINGTONPOST.COM/GOVBEAT
 SOURCE: NCES data for 2012. Includes all first-time students in any kind of college. (Table 309.10)

Postsecondary Education — Modes of Delivery

- Stratified (Distinct Levels)
 - Example: California
- Branch Campus Model (University Based)
 - Example: Northern Arizona University
- Hybrid (Stratified and Branch Campus)
 - Example: Wisconsin
- Evolutionary Model, (Individual Colleges are Allowed/ Encouraged to Grow and Change as Needed)
 - Examples: Utah Valley University, Ferris State University, Michigan
- Utah Valley State University Name Change
 - Began in 1941 as Central Utah Vocational School
 - 1963, became Utah Trade and Technical Institute
 - 1967, became Utah Valley Community College
 - 1993, became Utah Valley State College
 - Then in 2008 became Utah Valley State University under the leadership of President Dr. Bill Sederburg who was formerly the president of Ferris State University.

Support for GBC becoming a State College

- Community
- Advisory Groups
- Faculty and Staff
- Students
- Legislators
- Regents
- Industry
- Regional Economic Development Authority

State College Proposal Highlights

- No added cost to students
- Differential faculty workload will be accommodated
- Balancing upper-and lower-division offerings will bring financial stability to the college
- Nevada will retain more of its own
- GBC will help improve educational attainment in Nevada
- The Rand Study called for more state colleges 15 years ago
- State college status will provide marketing benefits to GBC
- Students want to have options close to home – proximity
- The college is an economic driver in rural Nevada
- GBC is already classified as a 4-year institution by NWCCU and Carnegie
- Improved economy of scale
- Improved faculty recruitment and retention
- Help to blunt out-of-state competition
- A hybrid state college status will strengthen and help preserve the community college programming
- Vision versus status quo

GREAT BASIN COLLEGE

The Sagebrush of Higher Education



It's everywhere and finds a way to thrive!

The State College of Rural Nevada