

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 December 2016 meeting.

**BOARD OF REGENTS and its
COMMUNITY COLLEGE COMMITTEE
NEVADA SYSTEM OF HIGHER EDUCATION**

System Administration, Reno
2601 Enterprise Road, Conference Room
Thursday, September 1, 2016

Video Conference Connection from the meeting site to:
System Administration, Las Vegas
4300 S. Maryland Parkway, Board Room
and
Great Basin College, Elko
1500 College Parkway, Berg Hall Conference Room

Members Present: Dr. Andrea Anderson, Chair
 Mr. Kevin C. Melcher, Vice Chair
 Mr. Robert Davidson
 Dr. Jason Geddes
 Mr. Sam Lieberman
 Ms. Allison Stephens

Advisory Members
Present: Dr. Nancy Brune, CSN IAC Chair
 Mr. Rob Hooper, WNC IAC Chair
 Ms. Collie Hutter, TMCC IAC Chair
 Mr. Matt McCarty, GBC IAC Chair

Others Present: Ms. Crystal Abba, Vice Chancellor, Academic and Student Affairs
 Ms. Brooke Nielsen, Vice Chancellor, Legal Affairs
 Mr. Dean J. Gould, Chief of Staff and Special Counsel to the Board
 Mr. Frank R. Woodbeck, Executive Director, Nevada College Collaborative
 Dr. Mark A. Curtis, President, GBC
 Dr. Karin M. Hilgersom, President, TMCC
 Mr. Chet O. Burton, President, WNC

Faculty senate chairs in attendance were Mr. Alok Pandey, CSN, and Ms. Cheryl Cardoza, TMCC.

For others present, please see the attendance roster on file in the Board office.

Chair Andrea Anderson called the meeting to order at 1:00 p.m. with all members present except Regents Lieberman and Stephens.

1. Information Only-Public Comment – None.

2. Approved-Minutes – The Committee recommended approval of the minutes from the June 2, 2016, meeting (*Ref. CC-2 on file in the Board office*).

Vice Chair Melcher moved approval of the minutes from the June 2, 2016, meeting. Regent Geddes seconded. Motion carried. Regents Lieberman and Stephens were absent.

3. Information Only-Institutional Advisory Council Meetings – Each community college president and institutional advisory council chair (or designee) provided a report on the discussions and actions from their most recent meeting(s).

Ms. Collie Hutter, Chair, TMCC IAC, reported the IAC heard a presentation from Dr. Karin M. Hilgersom, President, TMCC, on program changes, innovations and capital projects planning.

Regent Lieberman entered the meeting.

Ms. Hutter said TMCC IAC members were given an opportunity to report on their individual efforts to further the IAC's mission and ensure the college is supporting the community. IAC members reported graduates of the TMCC nursing program are well regarded in the community and the college is doing a lot to address the shortage of health care workers in numerous disciplines. It was suggested that TMCC give tours of the impressive Redfield Campus to increase community awareness of the strength of TMCC's health care programs. It was also suggested that recent graduates of TMCC be recruited to promote health care programs.

Ms. Hutter reported the IAC heard a presentation from a representative of Washoe County School District (WCSD) on the student pipeline. Members also heard a presentation from representatives of IGT as part of the IAC's continuing efforts to learn about local employers and employee training requirements. As a result of that meeting, IGT hosted 50 teachers from the WCSD, provided a tour of the plant and held a two hour discussion on all aspects of manufacturing. The discussion included skill sets, education and personality traits that IGT looks for in potential employees. Ms. Hutter noted the IAC is looking forward to making the syllabus of this program available to other employers. WCSD continued with industry visits and over 500 employees have taken tours of the industrial areas. Tours were facilitated by IAC members and the kickoff was hosted by TMCC. As a result of these activities, many WCSD staff and teachers are able to discuss with their students the opportunities for different pathways to skilled jobs and the opportunities at TMCC.

Ms. Hutter noted the IAC is considering expanding to 15 members to include representation from additional industries and possibly UNR.

3. Information Only-Institutional Advisory Council Meetings – *(continued)*

Mr. Rob Hooper, Chair, WNC IAC, reported the IAC heard a presentation from Mr. Chester O. Burton, President, WNC, on activities and initiatives underway at the college including information on the Siemens mechatronics certification program, expansion of the Donald W. Reynolds Center for Technology, modernization and expansion of the science lab, progress on student housing, the soccer club, reconstitution of the nursing program in Fallon and institutional performance metrics. Mr. Hooper noted he provided remarks on the increasing relevance and importance of the IAC, WNC's role in the process and the expectation of increased public participation. He also provided a report on the most recent meetings of the Committee and IAC chairs.

Mr. Hooper stated the IAC discussed its most important objective which is the recruitment of qualified students to career programs to support workforce development. The discussion resulted in a three-stage plan that includes: 1) messaging the influencers with content of success testimonials, articulation of job/earning potential and changing the perception of community college in the process; 2) utilizing the same message for students, educators, parents and employers and tailoring it appropriately for each audience; and 3) developing a metric to show the level of success in getting students into those programs. The workforce and education committee of the Northern Nevada Development Authority, which is co-chaired by President Burton, will work with the IAC on the development of an implementation strategy for this three-stage plan. The IAC also developed a set of key talking points that will allow IAC members to represent the group publicly and with a uniform message (*handout on file in the Board office*). It is intended to be a living, breathing document that evolves over time.

Regent Davidson suggested engaging WNC students in the messaging efforts by having them visit local high schools to discuss their successes.

Dr. Mark A. Curtis, President, GBC, reported the IAC discussed the acquisition of 274 acres in Pahrump and related planning efforts and the upcoming 50th anniversary of GBC.

Regent Stephens entered the meeting.

President Curtis said the IAC also discussed GBC being designated as a state college. He noted the presentation was met with a significant amount of resistance at the June Board of Regents meeting; however, since that time, he has met with Chairman Trachok and Regent Geddes, both of whom asked for specific information relative to the initial request. President Curtis said he has most of the information compiled and it will be reviewed by a number of groups including the IAC, foundation board, faculty senate and department chairs.

Dr. Nancy Brune, Chair, CSN IAC, reported the IAC heard presentations from its career and curricula alignment and performance metrics subcommittees. The

3. Information Only-Institutional Advisory Council Meetings – (continued)

career and curricula alignment subcommittee has been focused on reviewing CSN's programs and making sure the existing curricula is aligned with current workforce demands. The subcommittee presented the following five priorities to the full IAC for consideration: 1) seamless transfer to four-year programs in health sciences; 2) increased programmatic support for automated systems; 3) additional science lab space for the nursing program; 4) additional math instructors; and 5) expansion of culinary infrastructure for baking. The performance metrics subcommittee finalized its performance rubric which includes the following four categories: 1) to promote relationships between CSN and the business community; 2) to promote relationships between CSN and the community at large; 3) to ensure alignment between workforce and curriculum; and to support CSN priorities with elected officials and policy makers. Dr. Brune said this subcommittee will continue to meet on a monthly basis in preparation for the next legislative session and will designate ambassadors who can provide testimony to the Legislature as appropriate.

4. Information Only-Community College Campus Initiatives – Each community college provided the Committee with campus-related updates on community college initiatives that have occurred since the Committee's last regular meeting.

The report from TMCC included information on the relocation of the tutoring center, an examination of how the college determines student placement in mathematics courses, discussions on the reorganization of academic departments and executive management levels, and alignment of workforce programs.

The Committee further discussed college readiness, assessment tools and placement policies.

The report from WNC included information on the relocation of the Veterans Resource Center, kickoff of the Siemens mechatronics certification program, reinstatement of the nursing program in Fallon, continued success of the Jump Start program, feasibility study for residential student housing on campus, and the soccer club program.

The report from GBC included information on the Veterans Resource Center's "Warrior of the Canyon" walk/run/cycle event held on August 27, several internship opportunities for veterans funded by Barrick Gold Corporation, planning for the Pahrump campus groundbreaking with participation by U.S. Senator Harry Reid, a successful audit of GBC's financial aid operation by the U.S. Department of Education, the kickoff of the GBC Alumni Association and increased student enrollment at the college.

The report from CSN included information on training and orientation activities for part-time faculty, connections affairs held at each campus where students learned how to engage with the services that are available at CSN, the success of

4. Information Only-Community College Campus Initiatives – (continued)

the reverse transfer program, appearances by the cast and crew of CSN's documentary film "No Greater Odds" at conferences and community colleges across the country and various upcoming events including a book signing by CSN President Emeritus Paul Meacham and dedications of the softball field and multicultural center.

5. Information Only-Unique Community College Highlights – Each institutional advisory council chair, on a rotational basis, will be asked to highlight unique characteristics about their college and/or community that Committee members may not be aware of. This meeting highlighted Great Basin College.

Mr. Matt McCarty, Chair, GBC IAC, commented on GBC's vast service area covering 86,500 square miles, the diversity of backgrounds among faculty and staff and GBC's numerous programmatic offerings that benefit local industry and the community, including online and interactive video offerings that have received national acclaim. Mr. McCarty noted that GBC is a very lean organization and a model of efficiency. The college has one president, two vice presidents and three deans serving a faculty and staff of just under 200 people. There is one recruiting position that covers the entire service area and one advisor for GBC's 3,000 students. Mr. McCarty said the smaller ratios provide students with better access to faculty and staff and allow them to participate in smaller classes and develop a true sense of comradery and appreciation for their fellow classmates. However, a budget cut of any amount is felt across the entire college and the GBC team is already wearing multiple hats in nearly every area.

Mr. McCarty stated that GBC's total budget is \$20 million less than the athletic budget at UNLV. He noted his intent is not to disparage UNLV, to denigrate the value that athletics brings to a well-rounded education or to debate the importance that extra-curricular activities play in fundraising, school pride and alumni benefits. Instead, it is to call attention to what GBC has accomplished and can accomplish. Mr. McCarty said if GBC is not allowed to continue to grow, there is a real probability that it will die, regardless of how well the GBC team works together. GBC will continue to work with stakeholders to improve its offerings, results and future.

Mr. McCarty concluded by saying the GBC team is proud of the collaboration that created the college, that has brought the college to this point and that will be required to move the college forward.

6. Information Only-Nevada College Collaborative – Executive Director Frank R. Woodbeck reported on the progress of Nevada College Collaborative initiatives.

The report included an update on the reallocation of TAACCCT4 grant funding from CSN to TMCC and WNC, a successful presentation to the Southern Nevada Forum in support of NSHE legislative initiatives and the launch of an enhanced

6. Information Only-Nevada College Collaborative – *(continued)*

communications protocol among the IACs, Committee leadership and Board leadership.

7. Information Only-Policy and Space Partnerships, CSN – CSN Senior Vice President Patricia Charlton and Dr. Mike Barton, Clark County School District, presented a summary of the various partnerships between CSN and the Clark County School District, which demonstrate the working relationship developed between the district and CSN and the pathways from high school to post-secondary education opportunities (*Ref. CC-7 on file in the Board office*).

The presentation included information on academic partnerships, space collaborations, emerging academic engagement, college readiness data, readiness strategies and the Catalyst program.

The meeting recessed at 3:11 p.m. and reconvened at 3:20 p.m. with all members present.

8. Information Only-Mission Differentiation – Committee members, college presidents and IAC chairs discussed the unique role (mission) of community colleges in comparison to the missions of NSHE's four-year institutions, with the goal of increasing student success and strengthening shared governance.

The discussion focused on admissions standards and processes, remediation, dual enrollment, efficiency, growth and partnerships.

Ms. Hutter noted there is a perception that NSHE community colleges must compete with the universities to recruit the right students. When considering the remediation rates at UNR, the question becomes should students be remediating at that level or would they be better served by attending a community college for two years and then transferring to the university.

President Hilgersom said the Regents strive to spend taxpayer dollars in the most efficient way possible. Remediation at the university level costs more and there is no state support; therefore, families are paying more for that remediation than if it were done at the community college level with support from the state, federal financial aid for higher level remediation and smaller class sizes. President Hilgersom said, on the other hand, she does not think TMCC should be offering four-year transfer degrees because UNR can do a better job with upper division courses and graduate education. She would rather partner with UNR to create a high quality experience for students. President Hilgersom said when the System allows institutions to duplicate efforts it erodes the budget of community colleges and that affects the quality of what TMCC can do for its students.

President Burton observed the top priority going into the next legislative session is the so-called roll up organic growth within the funding model. He said there is \$59 million represented in organic growth for the NSHE and approximately \$54

8. Information Only-Mission Differentiation – (continued)

million is going to the universities because that is where the growth is. President Burton noted WNC's budget has been cut by 42 percent. When it comes to recruiting students, WNC does not have the amenities to compare with the universities. He would rather spend the money in the classroom. President Burton noted under the new funding model, the growth has gone to the universities in a disproportionate manner. If that does not change, he believes the community colleges will be imperiled.

Regent Stephens expressed appreciation for the frank conversation; however, she needs additional data. She has immediate reservations about telling students they do not have access to a university and need to go through a community college. Regent Stephens said it is important to look at the data and determine what the impact of that would be. She would also like to understand if there is a different student experience in northern Nevada versus southern Nevada. Regent Stephens believes the NSHE needs to have a more comprehensive admissions process that is based on more than just one or two numbers in order to really figure out where students will be most successful.

Ms. Charlton said President Richards wants to ensure the community colleges have opportunities to support the universities as they pursue Tier One status. She noted CSN has a partnership with UNLV where if students apply to UNLV and do not meet the academic requirements, they automatically receive a letter referring them to CSN. Upon completion of the necessary transfer requirements or completion of an associate's degree at CSN, that student is then granted access to UNLV without having to reapply. Ms. Charlton said President Richards also wants to make sure the community colleges can continue to pursue bachelor of applied science degrees, particularly in workforce areas.

Vice Chair Melcher noted one of the benefits of having the community colleges doing remediation and transfer is that it helps build the reputation of the community colleges.

President Hilgersom said the reason universities have a GPA requirement for admission is because they are not open access institutions. In Nevada, there are open access community colleges and universities pursuing Tier One status. From her experience in New York, only the top students went straight to the universities. Most students started at a community college and transferred. President Hilgersom said the two universities in Nevada have a relatively low GPA for admissions and price points that are not very far from one another. This makes it difficult for the community colleges to compete on budgets that are driven by enrollment and where monies for marketing and recruitment are very thin. President Hilgersom said Nevada is the first state she has worked in that feels overly competitive and she is trying to understand why. She believes the institutions should be engaging in partnerships that promote high quality education for everyone.

8. Information Only-Mission Differentiation – (continued)

President Hilgersom said she would never suggest that the Board mandate community colleges for anyone; however, she is suggesting that if NSHE universities are not open access, the Board needs to be cognizant of the effects of policies which create an appearance that they are.

Mr. Hooper said he sees the mission of community colleges as being able to respond to workforce needs by putting new programs in place quickly. In addition, there are individuals that are capable of going to college but, instead, show up unprepared at the doors of employers. Mr. Hooper believes the NSHE is missing an opportunity by not having tighter relationships between the universities and community colleges and targeting that pipeline through marketing and recruitment efforts to pull students into a career pathway.

Mr. McCarty expressed appreciation for being able to have this conversation without the university presidents being present; however, he also believes a larger discussion is needed. He cautioned against letting the conversation get so bogged down that it hampers the ability to make changes. Mr. McCarty said the funding formula is designed in a way that pits the institutions against each other and if that is not what the Regents want, they should fix the funding formula that they created.

Regent Geddes clarified that the Nevada Legislature created the funding formula with input from the NSHE.

Mr. McCarty said the Legislature did not say the institutions should be pitted against each other; rather, the message was that growth should be rewarded. He believes there are options for implementing the formula that do not pit the institutions against each other. There should be healthy growth and a mechanism for not rewarding stagnation. Mr. McCarty said the feeling at GBC is that the college is being held back and, therefore, cannot grow. He is glad to hear the other community colleges say they also want to grow. He noted that GBC is rural and should not be forced to go down a road that works well for metropolitan areas. If GBC has a degree program that can work in rural areas and it is not recreating the wheel or detrimental to the System, then there should not be an issue with offering the program in two different parts of the state.

Chair Anderson noted the NSHE will be going back to the Legislature with a recommendation to revise the funding formula and give more weight to Career and Technical Education (CTE) courses that are more costly to run. The Regents understand the issue and are taking steps to improve the formula.

Vice Chair Melcher said the funding formula was designed to improve upon the old formula which had not been working for many years. The NSHE was able to provide input into the design and is thankful for what it has, including bridge

8. Information Only-Mission Differentiation – *(continued)*

funding over the last two biennia. He noted providing enhancements for the community colleges is high on the Board's priority list.

Vice Chair Melcher said no one is holding GBC back with respect to degree approval and growth. The Board has approved every degree proposal brought forward by GBC. Mr. McCarty said it should not take 18, 24 or 36 months for a degree to be approved.

Chair Anderson agreed the Board does not want to hold any of the institutions back or stop growth. She recommended further discussion with GBC to find out where this perception is coming from.

Regent Stephens said there are students who will not be successful in the university environment and who would be more successful in the community college environment. The NSHE has chosen to use certain metrics that research has shown can be biased, and care should be exercised when making determinations about which students will be successful in the different environments. Regent Stephens said it is also important to think of ways to promote the community colleges, particularly in light of the significant budget cuts they experienced. She noted this may be an issue that can be addressed at the System Administration level.

Ms. Charlton observed that as community college enrollments decline and employment increases, the pipeline that ensures community colleges will remain viable is at risk. The CTE enhancement is critical; however, it is important to recognize that there other challenges looming on the horizon for community colleges. Employment is up, the economy has strengthened, there is a lag in the funding formula to recoup and the next measure year is 2017-2018.

Ms. Lynn Mahlberg, Vice President for Academic and Student Affairs, GBC, said she has worked in the System for 25 years and has seen how GBC has grown to meet the needs of its service area by offering both associate and baccalaureate degree programs. GBC has been responsive to workforce, elementary and secondary education, and health science needs.

Chair Anderson noted the discussion on mission differentiation will continue at the Board's special meeting in October.

9. Information Only-Topics for Future Discussion – Chair Anderson led a discussion among Committee members, college presidents and IAC chairs regarding information and topics the Committee would find most useful for discussion and consideration at future meetings.

President Hilgersom requested a discussion on the process that determines funding for capital projects and building maintenance at the community colleges.

9. Information Only-Topics for Future Discussion – (continued)

Mr. Hooper suggested taking a look at models of successful partnerships between community colleges and universities such as the partnership between Riverside Community College and the University of California, Riverside.

Executive Director Woodbeck recommended an examination of the System's technical infrastructure to ensure it is being used to its full advantage.

Regent Lieberman suggested a report from each community college on how its IAC interacts with its foundation.

10. Information Only-New Business – There was no additional new business beyond the topics mentioned under Item 9.

11. Information Only-Public Comment – None.

The meeting adjourned at 4:16 p.m.

Prepared by: Keri D. Nikolajewski
Manager of Board Operations

Submitted for approval by: Dean J. Gould
Chief of Staff and Special Counsel to the Board of Regents