

**BOARD OF REGENTS
BRIEFING PAPER**

1. AGENDA ITEM TITLE: TMCC and Sierra Nevada College (SNC) Memorandum of Understanding, Establishing an SNC Satellite Center Located on the Campus of TMCC

MEETING DATE: June 8-9, 2017

2. BACKGROUND & POLICY CONTEXT OF ISSUE:

TMCC's partnership with Sierra Nevada College (SNC) will afford community college students the ability to transfer to a four-year institution via a high-value, affordable, seamless pathway. Offering a SNC satellite center will complement students' transfer options while they remain in the supportive community college venue in which they are familiar.

Articulation agreements, mutually agreed upon, will offer students options to take two years of instruction towards an associate degree delivered by TMCC and two years of upper division credits towards a bachelor's degree delivered by SNC. In cases where SNC does not have the expertise to offer the final two years, a 3+1 model will be used.

TMCC will provide SNC rent-free access to office and classroom space equivalent to \$10,854 of in-kind contributions annually. These cost savings to SNC will be reflected in tuition to students pursuing SNC programs at the TMCC campus with an initial rate of \$382 per credit hour, not inclusive of applicable fees. Additionally TMCC anticipates attracting "new" students seeking an affordable private/public degree option. TMCC anticipates revenues will exceed the in-kind match.

Courses taught by SNC Faculty at TMCC (300 to 400 level) will NOT be submitted for state supported funding.

3. SPECIFIC ACTIONS BEING RECOMMENDED OR REQUESTED:

TMCC President Karin Hilgersom requests approval of a Memorandum of Understanding (MOU) between TMCC and Sierra Nevada College to establish an SNC Satellite Office on the campus of TMCC to offer a high-value, seamless pathway option for TMCC students looking to earn four-year degrees in hospitality, entrepreneurship, and/or business.

4. IMPETUS (WHY NOW?):

The Truckee Meadows is seeing a surge in economic growth, prompting the increased need for an educated workforce. This agreement allows students who are traditionally place-bound due to work and familial obligations to stay in an environment they are already comfortable in as they pursue a four year degree.

5. BULLET POINTS TO SUPPORT REQUEST/RECOMMENDATION:

- Seamless pathway for community college students to a four year degree
- Participants are familiar with the institution and services provided
- Provides additional options for community college students both traditional and nontraditional that may be restricted due to employment, family, and/or personal circumstances
- Provides a local, private, non-profit college option for students who prefer that type of experience

6. POTENTIAL ARGUMENTS AGAINST THE REQUEST/RECOMMENDATION:

Private/Public partnerships of this type are not common within the Nevada System of Higher Education, but are common in many other states.

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

Students seeking a private college or the SNC experience, could opt out of NSHE public higher education altogether.

8. COMPLIANCE WITH BOARD POLICY:

- Consistent With Current Board Policy: Title #____ Chapter #____ Section #_____
- Amends Current Board Policy: Title #____ Chapter #____ Section #_____
- Amends Current Procedures & Guidelines Manual: Chapter #____ Section #_____
- Other:_____
- Fiscal Impact: Yes____ No____
Explain:_____

Title 4 - Codification of Board Policy Statements

Chapter 14

**NEVADA SYSTEM OF HIGHER EDUCATION PLANNING, PROGRAM REVIEW,
ARTICULATION AND ENROLLMENT POLICIES**

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**Section 7. Addition or Change of New Degrees, Majors, Programs, Departments,
Schools or Colleges**

...

4. Institutional affiliation agreements and other collaborative arrangements with non-NSHE degree-granting higher education institutions shall be submitted to the Chancellor and Board of Regents for review and approval at least three months prior to the date of intended implementation, if the agreements involve any of the following:
 - a. Joint offering of academic degree programs;
 - b. A commitment of institutional resources such as personnel, physical space, or finances;
or
 - c. A physical presence of a non-NSHE higher education institution on the campuses or instructional sites of NSHE universities, the State College, community colleges, or the Desert Research Institute.

Memorandum of Understanding

This Memorandum of Understanding is hereby made and entered into by and between the Board of Regents of the Nevada System of Higher Education and Truckee Meadows Community College (TMCC) and Sierra Nevada College (SNC).

Resolution

WHEREAS: Sierra Nevada College (SNC) and Truckee Meadows Community College (TMCC) recognize that a sustainable and successful democracy depends upon an educated citizenry; a healthy society depends upon an educated citizenry; a flourishing economy in Nevada depends upon an educated citizenry; and making a high-quality education accessible and affordable serves a vital public interest in Nevada.

WHEREAS: Towards these interests, the rising cost of a college education poses a challenge for students; in addition, a significant percentage of community college students, such as working adults, are place-bound due to work, family, and/or other personal circumstances/obligations; many of these students wish to pursue their education beyond the associate's degree level; and they need access to high-quality educational opportunities on their terms (time, place, and cost).

WHEREAS: A significant number of community college students transfer to four-year public institutions of higher education in Nevada upon completion of an associate degree (or equivalent); it is not the intent of SNC and TMCC to supplant these opportunities but rather to complement them; and there is a distinct market segment of community college students who would choose to remain in the type of familiar, comfortable, and supportive venue a community college provides to complete a four-year degree if they had an option to do so.

BE IT RESOLVED: Sierra Nevada College and Truckee Meadows Community College have committed to this partnership.

Purpose

The purpose of this MOU is to describe the working relationship between TMCC and SNC towards offering a high-value, affordable, seamless pathway for students at TMCC who wish to earn four-year degrees in high demand, workforce development responsive fields without leaving the TMCC campus by establishing an SNC satellite location/center physically located on the campus of TMCC that will deliver courses leading to bachelor's degrees.

Target Audience: The target audience for these programs will include traditional and nontraditional (i.e., working adults) students at these colleges as well as the public at large in their respective communities.

Curriculum: Through program articulation agreements with TMCC, which will deliver the first two years of instruction leading toward an associate degree or equivalent, SNC will then deliver the second two years (i.e., upper division credits) towards bachelor's degrees. Specific programs leading

to bachelor's and master's degrees through SNC will be mutually agreed upon by SNC and TMCC. Highly specialized lower division courses may be provided by SNC with mutual consent.

Mutually agreeable program articulations may also include the 3+1 model in which TMCC delivers the first three years of instruction and SNC delivers the final year of instruction (i.e., in cases where SNC does not have the expertise to offer the final two years).

In the interest of program sustainability, Truckee Meadows Community College agrees not to duplicate programs leading to bachelor's degrees offered by SNC on the TMCC campus through other partnerships or its own programming unless by mutual consent and with exception to the degree negotiations and planning currently underway and contained in Appendix A. Further, TMCC agrees to give SNC first right of refusal on offering the final two years of new Baccalaureate degree programs located at a TMCC campus, with exception to the programs contained in Appendix A, that TMCC wishes to offer to students not offered by SNC. SNC must respond to such program requests within 30 business days of the request. Both parties acknowledge that TMCC frequently develops Associate degrees and although first right of refusal for purposes of this MOU does not pertain to Associate degrees in general, Appendix B contains a tentative planning list of future degrees for informational purposes (Appendix B).

Co-Admission: Sierra Nevada College and Truckee Meadows Community College agree to expand on the current co-admission agreement(s) as defined in Appendix A which exists for the Entrepreneurship program by adding additional programs on a mutually agreed upon basis.

Faculty: Upper division courses leading toward bachelor's and master's degrees will be taught by SNC faculty, with exception to agreed upon 3 + 1 programs. Sierra Nevada College agrees to utilize qualified TMCC faculty as SNC adjuncts where doing so meets the mutual interests of TMCC, SNC, students, accreditors, regulatory agencies, and the public.

Facilities: Truckee Meadows Community College agrees to provide and maintain appropriate and sufficient classroom and office space for SNC use pursuant to the scope and breadth of programs offered by SNC on the TMCC campus and their administration, at no charge to SNC. Sierra Nevada College agrees to abide by all TMCC policies and practices associated with the daily operation and management of TMCC facilities.

TMCC agrees to provide access and use of its library, dining, internet, and other support services to those students pursuing SNC programs on the TMCC campus.

Tuition: In exchange for the use of TMCC facilities on a pro bono basis as well as other considerations, SNC agrees to reflect these cost savings in the tuition and fees charged to students pursuing programs on the campus of TMCC through SNC. An initial tuition rate of \$382 cr/hr (not inclusive of applicable fees) will be charged for the 2017-2018 academic year. SNC tuition rates for subsequent years will be reviewed with TMCC on an annual basis.

Marketing: The design, content, and distribution of all marketing efforts (i.e., written materials, displays, broadcasts, media releases, announcements, etc.) associated with this partnership will be mutually developed and agreed upon by both parties prior to release/distribution. All promotional materials requiring the use of the TMCC logo shall be approved by the TMCC Marketing and Communications Office via email (marketing@tmcc.edu) prior to being posted or distributed. All

promotional materials requiring the use of the SNC logo shall be approved by the SNC Marketing Office via email prior to being posted or distributed. TMCC will provide directory student information to SNC qualified personnel for targeted marketing only for the purposes and intentions set forth in this Agreement.

General

This memorandum shall become effective as of the date of the signatures of both parties. This memorandum may be amended by written consent of the parties.

Program performance will be assessed annually and measured against agreed upon metrics identified by each institution's strategic agendas. The parties intend to review this memorandum every three years to evaluate the progress and the quality of the mutual cooperation.

This memorandum may be terminated by either party with a minimum of 120 days written notice. Activities in progress at the time of termination of this memorandum shall be permitted to conclude as planned unless otherwise agreed.

This memorandum shall take effect on the day the last party signs the memorandum. It shall be effective for five years unless terminated earlier by a party.

Any insurance or self-insurance available to TMCC shall be in excess of and non-contributing with any insurance required from SNC. SNC's insurance policies shall apply on a primary basis. SNC shall maintain the following minimum levels of insurance:

- A. Commercial General Liability Insurance a. Minimum limits required: \$2,000,000 General Aggregate \$1,000,000 Products & Completed Operations Aggregate \$1,000,000 Personal and Advertising Injury \$1,000,000 Each Occurrence b. Coverage shall be on an occurrence basis and shall be at least as broad as ISO 1996 form CG 00 01 and shall cover liability arising from premises, operations, independent CONTRACTORS, completed operations, personal injury, products, and liability assumed under contract.

- B. General Requirements:
 - 1. Additional Insured: By endorsement to all liability policies, the Board of Regents of the Nevada System of Higher Education on behalf of TMCC shall be named as additional insureds for all liability arising from the Agreement.
 - 2. Waiver of Subrogation: Each liability insurance policy shall provide for waiver of subrogation against TMCC.

- C. Workers' Compensation and Employer's Liability Insurance: SNC shall provide proof of workers' compensation insurance as required by NRS 616B.627 or proof that compliance with the provisions of Nevada Revised Statutes, Chapter 616A-D and all other related chapters, is not required.

- D. SNC shall provide proof of Business Automobile Liability Insurance:
 - a. Minimum limit required: \$1,000,000 combined single limit per occurrence for bodily injury and property damage.

b. Coverage shall include owned, non-owned, and hired vehicles. c. Coverage shall be written on ISO form CA 00 01 or a substitute providing equal or broader liability coverage.

Evidence of Insurance Prior to the start of any work: SNC must provide the following documents to TMCC:

- a. Certificate of Insurance: The Accord 25 Certification of Insurance form or a form substantially similar must be submitted to TMCC to evidence the insurance policies and coverages required of SNC.
- b. Additional Insured Endorsement: An original Additional Insured Endorsement (ISO form CG20 10 11 85), signed by an authorized insurance company representative, must be submitted to TMCC, by attachment to the Certificate of Insurance, to evidence the endorsement of TMCC as additional insureds.

In the event SNC wishes to terminate a program that it offers at TMCC, SNC agrees to develop a suitable teach-out plan in accordance with any applicable state and accreditation standards.

Both institutions subscribe to a policy of equal opportunity, nondiscrimination and affirmative action. College programs, activities and facilities are available to all without regard to race, color, gender, genetic information, religion, national origin, political persuasion, sexual orientation, marital status, disability, veteran status, age, or familial status.

We hereby agree to the spirit of cooperation and collaboration of this memorandum with the first SNC/TMCC program offering and enrollment of students to occur Fall Term 2017.

SIGNATURE LINES

Dr. Karin Hilgersom

Board of Regents of the Nevada System of Higher Education on behalf of Truckee Meadows
Community College

Date: _____

Dr. Alan G. Walker

President, Sierra Nevada College

Date: _____

Appendix A

TMCC's academic divisions are working with Sierra Nevada College to offer bachelor degrees in **hospitality, entrepreneurship, and business** on our campus through a satellite location operated by Sierra Nevada College.

Simultaneously, we are working in conjunction with Nevada State College to offer bachelor degrees in **graphic arts and education** on our campus.

In addition, TMCC has outlined the following bachelor degrees submitted through our academic planning process to NSHE in the upcoming years:

BAS industrial engineering

BS dental hygiene

Appendix B

Academic Programs

The following table summarizes new academic programs that TMCC is planning to implement in the next four years (2017-2021)

New Program Name/Expansion of Existing Programs	Brief Description	Date of Implementation	Estimated Cost	Funding Sources Outside of State Dollars
Expansion of the nursing program to include summer cohort	The nursing shortage in the state of Nevada continues to be a pressing problem. To help address the continued demand for RNs in the state, TMCC is launching a summer cohort which will convert the RN program to a year round endeavor. We will be recruiting an additional 16 students to begin in the summer of 2017.	Summer 2017	\$150,000 for two faculty members	Salaries have been secured from state funding for both positions.
Aviation Technician emphasis, Transportation Technologies AAS	The Aviation Technician emphasis expands on the existing Transportation Technologies AAS. In response to the governor’s economic initiatives and new industries moving to northern Nevada, the college is working to develop this program as it relates to the state’s designation as a UAV test site.	Fall 2017	\$200,000 startup for equipment purchases and renovations \$100,000 annual operations for staff and operating expenses	Private and industry contributions, Perkins, grants

New Program Name/Expansion of Existing Programs	Brief Description	Date of Implementation	Estimated Cost	Funding Sources Outside of State Dollars
HVAC/R Expansion	The proposed expansion of the HVAC/R program will add two new program credentials (Commercial Refrigeration Skills Certificate and Heating, Ventilation, Air-Conditioning/Refrigeration (HVAC/R) Skills Certificate) to meet the needs of the rapidly expanding commercial market in Northern Nevada. The program expansion is planned for an OE/Modularized delivery format for better accessibility.	Fall 2017	Personnel: \$324,000 Fringes: \$84,000 Supplies/Equipment: \$153,000 Development/Outreach/Other: \$12,000 Total Estimate: \$573,000	Federal TAACCCT program
Tourism and Hospitality AAS	A feasibility study will be conducted to determine if an AAS will be viable. It appears with total passengers through RTIA up 4.3% and the projected visitors for this year to Northern Nevada to be 4.7 million and hotel occupancy up 9.6%, that this would be an area for job growth (Stieroty, Nevada Business, 1/1/16).	Study to be completed by Fall 17, if feasible – degree developed to be offered by Fall 18.	No addition cost to conduct the feasibility study. (if feasible, then...) Degree development \$5,000. (6 new courses)* \$1,000 library resources* \$75,000 salary and benefits for FT faculty (state funds)	*Private and industry contributions, Perkins, grants

New Program Name/Expansion of Existing Programs	Brief Description	Date of Implementation	Estimated Cost	Funding Sources Outside of State Dollars
Food Processing	This program would provide entry-level training for the food manufacturing industry. The program provides an understanding of the selection, preservation, processing, packaging, and distribution of safe and nutritious food. The expansion of this program would be in partnership with the proposed Advanced Manufacturing Center capital project being discussed by NSHE and public works.	Fall 2018	\$350,000 startup for equipment purchases and renovations \$125,000 annual operations for staff and operating expenses	Private and industry contributions, Perkins, grants
Cyber Security AS	This program will train workers with the organizational knowledge and tools for applying security measures across a variety of network architectures and settings.	Fall 2018	No additional cost. Current faculty can meet demand	n/a
Mammography Certificate	A mammography tech is trained to operate radiologic equipment used to examine breasts for cancer and other abnormalities. An extensive educational background in radiology or radiography is among the requirements for becoming a mammography tech. We plan to develop a one year skills certificate in Mammography	Fall 2018	\$75,000 for one faculty member	Perkins and then state support

New Program Name/Expansion of Existing Programs	Brief Description	Date of Implementation	Estimated Cost	Funding Sources Outside of State Dollars
Computed Tomography (CT) Certificate	Computed tomography (CT) is a diagnostic imaging test used to create detailed images of internal organs, bones, soft tissue and blood vessels. The cross-sectional images generated during a CT scan can be reformatted in multiple planes, and can even generate three-dimensional images which can be viewed on a computer monitor, printed on film or transferred to electronic media. We plan to develop a one year skills certificate in CT	Fall 2018	\$75,000 for one faculty member	Perkins and then state support
Dental Hygiene as BAS or 3+1	The current Dental Hygiene – AS degree is 103 credits. Programmatic accreditation requirements have requested an additional 3 credits bringing the total to 106. It is in the best interest of our students to investigate to feasibility of developing the BAS degree for Dental Hygiene.	Fall 2018	Negligible, all current faculty/staff will be used to accommodate the additional workload	Differential fees have already been established for the Dental Hygiene program and will be used to implement the modification

New Program Name/Expansion of Existing Programs	Brief Description	Date of Implementation	Estimated Cost	Funding Sources Outside of State Dollars
Graphic Arts BAS or 3+1	This program would meet the demand for highly qualified graphic artists to work in marketing graphic design and web design. Since UNR has nothing in this particular area of graphic design, we propose to work with Nevada State College to create a 3+1 program.	Fall 2018	We currently have the facilities and faculty. NSC would provide a full-time instructor or adjunct instructors for the third year courses.	Current faculty, facilities and equipment at TMCC are adequate for starting the program and teaching the first three years of the program, with the addition of two to four part-time instructors. When the program expands into a fourth year it is anticipated that we will need additional resources.
Engineering Technician AAS	The college will work with its advisory members to determine the feasibility of an engineering tech program using both existing and new curricula. Engineering technicians assist engineers with research and development, quality control or design, quality assurance inspectors. Fields of work include civil, industrial, mechanical, electronics, and environmental engineering.	Fall 2019	\$10,000 for feasibility study	Private and industry contribution, Perkins, grants

New Program Name/Expansion of Existing Programs	Brief Description	Date of Implementation	Estimated Cost	Funding Sources Outside of State Dollars
Occupational Therapy Assistant AS	This program will prepare workers to help people who have mental, physical, or developmental disabilities with the goal of helping patients live more independently. To meet workforce needs in Northern Nevada, the college is researching the feasibility of this program in concert with CSN.	Fall 2019	\$200,000 for a coordinator and one faculty position.	Develop an MOU with regional hospital for utilization of equipment and staff
Physical Therapy Assistant - AS	Currently TMCC offers an accelerated career training program for Physical Therapy Technicians. However, this is a fifteen week program that does not lead to an academic credential. TMCC will pursue the feasibility of expanding this training program to become a Physical Therapy Assistant AS program. Currently, the PT Tech program is managed through the Workforce Development office and is offered as a non-credit certificate program. TMCC will develop a for credit AS to respond to industry need. This will require developing the curriculum and identifying specific industry partners.	Fall 2019	\$200,000 for a coordinator and one faculty position.	Contributions and use of clinical facilities with medical industry partners.
Certified Respiratory Therapist - AAS	This program will prepare workers who are trained to evaluate, treat, and care for patients with breathing or other cardiopulmonary disorders. To meet workforce needs in Northern Nevada, the college is researching the feasibility of this program.	Fall 2019	\$200,000 - requires a director and 1 faculty	Potentially share with WNC and seek support from hospitals + equipment donations

New Program Name/Expansion of Existing Programs	Brief Description	Date of Implementation	Estimated Cost	Funding Sources Outside of State Dollars
Medical Laboratory Assistant - AS	Medical laboratory technologists (commonly known as medical laboratory scientists) and medical laboratory technicians collect samples and perform tests to analyze body fluids, tissue, and other substances. This is an emphasis program leading to completion of an AS transfer degree aligned with the Clinical Laboratory Science BS degree	Fall 2019	\$75,000 for one faculty member	Perkins and then state support along with local hospital partnership agreement.
Entertainment Technology Certificate	TMCC, partnership with the Washoe County School District and the University of Nevada, Reno, is exploring an entertainment technology pathway. This program would include dual-credit classes in a high school that leads to a certificate of achievement and employment, or transfer to a TMCC or the university degree program	Fall 2019	\$70,000 for one faculty member and equipment	State supported
Teacher Certification	We are investigating offering alternative teacher certification for individuals who already have bachelor's degrees. To design the program, we will work with the Nevada Department of Education and Washoe County Schools. We will partner with Washoe County School District to provide field-based experiences at appropriate grade levels and content areas.	Fall 2020	We already have many qualified faculty but may need more clinical teaching faculty to plan and implement logistics of field experiences.	

