

**BOARD OF REGENTS and its  
ad hoc STRATEGIC PLANNING COMMITTEE  
NEVADA SYSTEM OF HIGHER EDUCATION**

System Administration, Las Vegas  
4300 South Maryland Parkway, Board Room  
Monday, January 24, 2022

Video Conference Connection from the Meeting Site to:  
System Administration, Reno  
2601 Enterprise Road, Conference Room  
and  
Great Basin College, Elko  
1500 College Parkway, Berg Hall Conference Room

Members Present:

Ms. Amy J. Carvalho, Chair  
Ms. Laura E. Perkins, Vice Chair  
Mr. Joseph C. Arrascada  
Dr. Patrick R. Carter  
Dr. Mark W. Doubrava

Other Regents Present:

Mrs. Carol Del Carlo, Board Chair Pro Tem  
Mr. Byron Brooks  
Dr. Jason Geddes  
Mrs. Cathy McAdoo  
Mr. Donald Sylvantee McMichael Sr.  
Mr. John T. Moran

Others Present:

Dr. Melody Rose, Chancellor  
Ms. Keri D. Nikolajewski, Interim Chief of Staff to the Board  
Dr. Constance Brooks, Vice Chancellor of Public Affairs  
and Advancement  
Mr. Caleb Cage, Vice Chancellor for Workforce Development  
and Chief Innovation Officer  
Ms. Tina Russom, Deputy General Counsel  
Dr. Federico Zaragoza, CSN President  
Dr. Kumud Acharya, DRI President  
Ms. Joyce M. Helens, GBC President  
Dr. DeRionne P. Pollard, NSC President

Faculty senate chairs in attendance were: Dr. Julian Smit, CSN; Dr. Samantha Jewell, NSC; and Ms. Shannon Sumpter, UNLV. Student body president Mr. Matthew Hawn, UNR-GSA, was also in attendance.

Chair Amy J. Carvalho called the meeting to order at 1:00 p.m. with all members present.

Chair Carvalho read the Land Acknowledgement into the record.

1. Information Only-Public Comment – None.

2. Information Only-Chair's Report – Chair Amy J. Carvalho provided an overview of the Committee, its members, its charge and the upcoming agenda items. She also spoke on the recent history of the NSHE strategic planning efforts and the reasons why the time is appropriate to initiate strategic planning for the NSHE.
3. Information Only-Chancellor's Report – Chancellor Melody Rose, Ph.D., discussed the global landscape of education transformation and how the NSHE is aligned with it. She also provided an overview of activities to date under the NSHE's Strategic Planning initiative, all of which would be discussed further throughout the meeting's agenda.
4. Information Only-The Purpose and Importance of Strategic Planning – Vice Chancellor of Public Affairs and Advancement Constance Brooks, Ph.D., and Vice Chancellor for Workforce Development and Chief Innovation Officer Caleb Cage, presented information on the purpose and importance of strategic planning initiatives in higher education in general and for the NSHE in particular (*Ref. SP-4 on file in the Board Office*).

The presentation began with a video greeting from Dr. Michelle Cooper, Deputy Assistant Secretary for Higher Education Programs at the U.S. Department of Education. The presentation also included the purpose, opportunities, and challenges of strategic planning.

Chair Carvalho, Vice Chair Perkins, Regent Brooks, Chancellor Rose, Vice Chancellor Brooks and Vice Chancellor Cage discussed and addressed the following topics: tying institutional goals into the System's overall Strategic Plan and utilizing information from the institutional metrics to guide strategic planning; strategic planning as a dynamic process that changes with the times; and how success with the Strategic Plan will be determined by utilizing metrics and measurables.

5. Information Only-Student and Institutional Perspectives on Strategic Planning – President Kumud Acharya, Ph.D., Desert Research Institute and President Matthew Hawn, UNR Graduate Student Association, provided remarks on the value of strategic planning from both the institutional and student perspectives.

President Acharya presented information on the importance of the strategic planning process for the NSHE institutions, noting that planning allows institutions to develop a living document to guide decision making, change directions to meet the needs of the future, and to measure organizational success.

President Hawn presented on how strategic planning in his personal and academic life has allowed him to be more successful, more efficient, and more involved throughout his academic career.

5. Information Only-Student and Institutional Perspectives on Strategic Planning –  
*(continued)*

Regent Perkins asked if there was a representative to speak on behalf of undergraduate students. Chancellor Rose answered that an undergraduate representative is not currently present; however, that will be accommodated at future meetings. Chair Carvalho added that going forward they plan to have a lot of input from a variety of different stakeholders.

6. Information Only-National Best Practices in Strategic Planning – Vice Chancellor of Public Affairs and Advancement Constance Brooks, Ph.D., and Vice Chancellor for Workforce Development and Chief Innovation Officer Caleb Cage, provided examples of strategic planning processes and outcomes from other higher education systems around the country in order to provide context for how strategic plans can be employed (*Refs. SP-6a, SP-6b, SP-6c and SP-6d on file in the Board Office*).

Vice Chancellor Brooks and Vice Chancellor Cage provided a report which included an overview of the SUNY, University of Georgia, and University of Wisconsin system strategic plans. The report concluded that the NSHE has an opportunity to go beyond those baseline models; focus on transformation of the System to meet the needs of the future; benefits of best practices; and how the NSHE will chart its own course based on the needs of Nevada.

Chair Carvalho, Board Chair Pro Tem Del Carlo, Regent Arrascada, Regent Brooks, Regent Carter, Chancellor Rose and Vice Chancellor Cage discussed and addressed the following topics: how metrics are measured with regard to strategic planning – the institutions should measure at the granular level and the System should be an aggregate of the institutional efforts; considerations for examining the history of strategic planning in Nevada as it coincides with the state’s overall plan; strategic planning similarities between the NSHE institutions and the SUNY, Georgia and Wisconsin systems; structure of the NSHE Strategic Planning Listening Sessions; Board guidance regarding the development of the NSHE Strategic Plan; examining higher education systems that are more comparable to the NSHE such as New Mexico, Utah and Idaho; utilizing community impact as a component of strategic planning; short-range vs. long-range strategic planning; and the NSHE resources for strategic planning.

7. Information Only-The NSHE Strategic Planning Process – Vice Chancellor of Public Affairs and Advancement Constance Brooks, Ph.D., and Vice Chancellor for Workforce Development and Chief Innovation Officer Caleb Cage, provided an overview of the NSHE strategic planning process, structure, and timeline (*Ref. SP-7 on file in the Board Office*).

Vice Chancellor Brooks and Vice Chancellor Cage provided an overview which included: the NSHE’s Five Strategic Goals; strategic paradigm: nested alignment; effort overview – objectives and components; effort timeline; Strategic Planning organization; and approach – plan and develop structure, community listening

7. Information Only-The NSHE Strategic Planning Process – (continued)

sessions, visioning with advisory team, key stakeholder engagement; present to Board, execute and monitor, and communicate.

Vice Chair Perkins, Regent Carter, Vice Chancellor Brooks and Vice Chancellor Cage discussed and addressed the following topics: options for proactive outreach to gather input for the Strategic Plan; internal process for the Strategic Planning reporting; and status updates to the Board on the Strategic Planning process.

8. Information Only-Feedback to Date in the NSHE Strategic Planning Process – Vice Chancellor of Public Affairs and Advancement Constance Brooks, Ph.D., and Vice Chancellor for Workforce Development and Chief Innovation Officer Caleb Cage, provided an overview of the feedback and input the NSHE has received from stakeholders throughout the strategic planning process (Ref. SP-8 on file in the Board Office).

Vice Chancellor Brooks and Vice Chancellor Cage provided an overview which included: the current timeline for the Strategic Planning process and progress thus far; methods for input; and feedback from the CSN and DRI listening sessions involving workforce development, equity, funding, partnerships and research.

Regent Perkins exited the meeting.

Regent Carter asked for more information on the format of the listening sessions. Vice Chancellor Cage and Vice Chancellor Brooks confirmed the listening sessions are held in a town hall format led by the Chancellor.

9. Information Only-New Business – Regent Carter requested that staff look at the NSHE’s Five Strategic Goals, what the metrics were when the goals were established and what the metrics are currently relating to the Goals.

10. Information Only-Public Comment – None.

The meeting adjourned at 2:51 p.m.

Prepared by: Winter M.N. Lipson  
Special Assistant and Coordinator to the Board of Regents

Submitted for approval by: Keri D. Nikolajewski  
Interim Chief of Staff to the Board of Regents

**Approved by the Board of Regents at its June 9-10, 2022, meeting.**