

**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
Friday, September 23, 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
Mr. Byron Brooks
Dr. Patrick R. Carter
Dr. Mark W. Doubrava

Other Regents Present:

Mr. Patrick J. Boylan
Dr. Jason Geddes
Mr. Donald Sylvantee McMichael Sr.
Mr. John T. Moran
Dr. Lois Tarkanian

Others Present:

Mr. Dale A.R. Erquiaga, Acting Chancellor
Mr. Robert G. Kilroy, Chief of Staff & Special Counsel to the Board
Ms. Keri D. Nikolajewski, Deputy Chief of Staff to the Board
Ms. Crystal Chang, Senior Project Manager
Mr. Joseph Sunbury, Chief Internal Auditor
Dr. Vic Etyemezian, DRI Vice President of Research
Ms. Joyce M. Helens, GBC President
Dr. Karin M. Hilgersom, TMCC President
Mr. Brian Sandoval, UNR President
Dr. J. Kyle Dalpe, WNC Interim President

Faculty senate chairs in attendance were: Tracy Sherman, CSN; Ed Boog, System Administration; and Dr. Eric Marchand, UNR. Student Body President Issac Hernandez, UNLV-CSUN, was also in attendance.

Chair Amy J. Carvalho called the meeting to order at 10:30 a.m. with all members present except for Vice Chair Perkins.

1. Information Only-Public Comment – Rebecca Coleman offered comments on how the NSHE must work with the Nevada Department of Education to ensure all Nevada students receive equal credit for dual enrollment coursework.

2. Information Only-Chair's Report – Chair Amy J. Carvalho provided brief remarks on the upcoming presentations on the agenda and the completion of the listening sessions in April 2022. She welcomed Mr. Dale A.R. Erquiaga, Acting Chancellor, to the work of the Strategic Planning Committee.

Vice Chair Perkins entered the meeting.

3. Information Only-Listening Session Feedback – Crystal Chang, Senior Project Manager, presented feedback received during the listening sessions held between December 2021 and April 2022. *(Ref. SP-3 on file in the Board Office)*

Senior Project Manager Chang provided a summary of the listening sessions which included: overview of the listening sessions; focus topics – workforce development, research collaboration, student support, academic support, funding and partnership (corporate, philanthropic, non-profit); feedback grouped by NSHE's five strategic goals; and miscellaneous feedback including underfunding for departments and faculty, rethinking the state funding formula, concerns around non-traditional student support, the need to increase focus on DEI (Diversity, Equity and Inclusion), competitive compensation, attracting and retaining talent, and more representation for Nevada's Tribal Nations.

Chair Carvalho, Vice Chair Perkins, Regent Boylan and Senior Project Manager Chang discussed and addressed the following topics: the importance of including stakeholders in the state and local communities at the listening sessions; the process of revising NSHE's current Strategic Plan which was last updated in 2017; establishing deliverables for the feedback provided at the listening sessions; and communicating the accomplishments with regard to strategic planning to the larger community and statewide.

4. Information Only-Strategic Planning Task Forces – Acting Chancellor Dale A.R. Erquiaga presented information on the current status of each of the seven Strategic Planning Task Forces and their recommendations. *(Ref. SP-4 on file in the Board Office)*

Acting Chancellor Erquiaga provided a status report on the following strategic planning task forces: Dual Enrollment, Equity in Hiring and Retention Initiative, Joint Research, Mental Health, Online Learning, Teacher Pathways, and Workforce and Talent Development.

5. Information Only-Implementation of Strategic Plans – UNLV Executive Director of Strategy and Strategic Initiatives Kyle Kaalberg, Ph.D., provided information on the implementation of a strategic plan and alignment from the institutional perspective. *(Ref. SP-5 on file in the Board Office)*

Executive Director Kaalberg provided a report which included: UNLV's strategic plan structure which focuses on eight core areas; an overview of Executive Director

5. Information Only-Implementation of Strategic Plans – *(continued)*

Kaalberg’s role including oversight, data, communications, strategic events, and campus leadership; how NSHE’s five strategic goals relate to Executive Director Kaalberg’s role – provide a framework, incorporate into planning efforts, and collect and analyze metrics; overall vision; differing institutions; values; end goals and strategies to get there; select priorities; and affinity groups for alignment.

Chair Carvalho, Regent Brooks, Regent Boylan, Regent Geddes, Acting Chancellor Erquiaga and Executive Director Kaalberg discussed and addressed the following topics: data that is filtered through the System Office versus data collected and housed by UNLV; a presentation at a future meeting which details some of the crossover strategic planning work between the System and UNLV, and/or the System and the other NSHE institutions; better communication and policy creation for aligning institutional missions with the NSHE’s Strategic Goals; and how UNLV’s funding and financial status fit in the institution’s strategic plan.

6. Information Only-Strategic Planning Framework Proposal – Acting Chancellor Dale A.R. Erquiaga presented a recommended framework and timeline for completing the NSHE strategic plan. *(Ref. SP-6 on file in the Board Office)*

Acting Chancellor Erquiaga provided an overview of the proposed framework and timeline for completing the NSHE strategic plan which included: vision; values; existing mission statement; goals; targets/outcomes; strategies; annual measurable objectives and tactics; cross-cutting work; and proposed planning process and timeline.

Vice Chair Perkins said it is important to present the vision and goals of the NSHE Strategic Plan at the Legislative Session, especially when requesting funding. She recommended that deliverables and accountability be prioritized after the vision and goals.

Regent Boylan shared his support for a more student-focused plan and program funding.

Regent Geddes recommended that metrics such as graduation rates and continuation rates be presented at the upcoming Legislative Session. He also suggested the following priorities for the System’s strategic plan: actively tracking the transfer rates from community colleges to the state college and universities, as well as the reverse transfer rates; recruitment of students who have taken credits and left college without receiving a degree; and ensuring that all teaching institutions are engaged with the dual enrollment program.

The Committee and Chancellor agreed that the direction to staff for the next meeting will be on vision and values.

7. Information Only-New Business – None.

8. Information Only-Public Comment – None.

The meeting adjourned at 12:07 p.m.

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

Submitted for approval by: Robert G. Kilroy
Chief of Staff and Special Counsel to the Board of Regents

Approved by the Board of Regents at its November 30-December 2, 2022, meeting.