

**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, November 18, 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:

Mrs. Cathy McAdoo, Board Chair
Mr. Patrick J. Boylan
Mrs. Carol Del Carlo
Dr. Jason Geddes
Mr. Donald Sylvantee McMichael Sr.
Mr. John T. Moran

Others Present:

Mr. Dale A.R. Erquiaga, Acting Chancellor
Ms. Keri D. Nikolajewski, Deputy Chief of Staff to the Board
Ms. Renée Davis, Interim Vice Chancellor for Academic and
Student Affairs and Community Colleges
Ms. Crystal Chang, Senior Project Manager
Mr. Joseph Sunbury, Chief Internal Auditor
Ms. Rosalie Bordelove, Deputy Attorney General
Dr. Federico Zaragoza, CSN President
Dr. Kumud Acharya, DRI President
Ms. Joyce M. Helens, GBC President
Dr. DeRionne P. Pollard, NSC President
Dr. Karin M. Hilgersom, TMCC President
Dr. J. Kyle Dalpe, WNC Interim President

Faculty senate chairs in attendance were: Mr. Ed Boog, System Administration; and Dr. Eric Marchand, UNR.

Chair Amy J. Carvalho called the meeting to order at 9:00 a.m. with all members present. Regent McMichael led the Pledge of Allegiance. Chair Carvalho provided the Land Acknowledgement.

1. Information Only-Public Comment – None.

2. Approved-Minutes – The Committee recommended approval of the minutes from the September 23, 2022, meeting (*Ref. SP-2 on file in the Board office*).

Vice Chair Perkins moved approval of the minutes from the September 23, 2022, meeting. Regent Brooks seconded. Motion carried.

3. Information Only-Chair's Report – Chair Amy J. Carvalho thanked the members of the Committee, Acting Chancellor Dale A.R. Erquiaga, and Senior Project Manager Crystal Chang for all the work done to date on strategic planning for the NSHE. Chair Carvalho also provided brief remarks on the meeting being the last ad hoc Strategic Planning Committee meeting and the sunseting of the Committee per the one-year special committee policy. In addition, Chair Carvalho provided an overview of the agenda for the November 18 meeting.
4. Approved-Strategic Planning Framework – The Committee recommended approval of the following items related to establishing a strategic planning framework for the Nevada System of Higher Education (*Refs. SP-4a and SP-4b on file in the Board office*):

- **NSHE Vision Statement:** A vision statement that denotes NSHE's purpose and overarching objective for serving the citizens of Nevada;
- **NSHE Values:** Values that will be included in the Board's strategic plan that indicate the guiding principles and philosophy of the System as the state's provider of public higher education;
- **NSHE Strategic Goals:** A revision to the Board's current strategic goals (Access, Success, Closing the Achievement Gap, Workforce, and Research), updating the language pertaining to the "achievement gap." In addition, a new strategic goal concerning the Board's ability to ensure System coordination, accountability, and transparency;
- **Strategic Plan Target Outcomes:** Targets that will ultimately be assessed with metrics that will measure the System's progress in achieving the strategic goals of the Board;
- **Strategic Plan Performance:** Performance imperatives that are designed to support the Board's goals, including establishing diversity and equity goals for hiring and retention of leadership, faculty, and staff; and seeking adequate funding to support the institutions and the students they serve.

4. Approved-Strategic Planning Framework – *(continued)*

Acting Chancellor Erquiaga presented an overview of the recommendations for establishing the NSHE Strategic Planning Framework.

Chair Carvalho, Vice Chair Perkins, Regent Arrascada, Regent Brooks, Regent Carter, Regent Geddes, Acting Chancellor Erquiaga and the NSHE institutional presidents addressed and discussed the following topics: ranked and discussed edits to the proposed vision statements; proposal to create statements for each NSHE Value; the length of the current mission statement and whether or not that should be changed (Acting Chancellor Erquiaga recommended the mission statement not be changed at this juncture); expand on the difference between equitable and equal in the Strategic Plan Performance; clarify within the Strategic Planning Framework that the Board is driving the process and processes to enhance the System by ensuring coordination with the System; accountability and transparency by the Board; issues and ideas for tracking alumni; and student tracking methods.

Acting Chancellor Erquiaga stated that he and staff will create a draft of the NSHE Strategic Planning Framework with all the recommended edits and will bring it before the Board at a future meeting.

Chair Carvalho welcomed a motion for the following:

- New NSHE Vision Statement: “One system. Worlds of opportunity.”
- Six new NSHE Values: Equity, Excellence, Collaboration, Innovation, Accountability, Inclusion. Staff will provide statements regarding each of the values with emphasis focusing on students.
- Revision and language update to the five current NSHE Strategic Goals:
 - Increase Access to Higher Education
 - Improve Student Success
 - Close Institutional Performance Gaps
 - Meet Workforce Needs in Nevada
 - Increase Solution-Focused Research
- One new addition to the five NSHE Strategic Goals that is not currently finalized. Acting Chancellor Erquiaga will return with options that convey the appropriate message:
 - Ensure System Coordination, Accountability, and Transparency by the Board.
- Two performance imperatives that impact the Strategic Goals:
 - The System must have comprehensive demographic data and publicly stated diversity and equity goals for the hiring and retention of the leadership, faculty, and staff who can better serve the students.
 - The System must have adequate funding, equitably distributed, to support all students and institutions.

4. Approved-Strategic Planning Framework – *(continued)*

Vice Chair Perkins moved approval of the proposed revisions to the draft NSHE Strategic Planning Framework. Regent Brooks seconded. Motion carried.

Chair Carvalho thanked Acting Chancellor Erquiaga and his staff for their work. She also acknowledged and welcomed Regent-Elect Jeffrey Downs who was attending the meeting at the System Administration Office in Reno.

5. Information Only-New Business – Regent Boylan requested an investigation be initiated regarding the cancellation of the November 18, 2022, special meeting and the former Chief of Staff and Special Counsel to the Board’s recent separation from the NSHE.

6. Information Only-Public Comment – None.

The meeting adjourned at 10:31 a.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 January 12-13, 2023, meeting.