

Project Plan for a Feasibility Study to Engage a Multi-Campus District Model for the College of Southern Nevada

Outline	<p>The Nevada Board of Regents has authorized creation of a study committee for a multi-campus district model for the College of Southern Nevada. The phased implementation planning will be reported to the Board's Community College Committee and to the full board on a regular cycle. This overall plan addresses how the project will be planned, executed, monitored, controlled and concluded.</p>
Approach	<p>A variety of constituent groups are interested in the managerial and financial feasibility of a multi-campus district model.</p> <p>The feasibility analysis should include explicit consideration of:</p> <ul style="list-style-type: none"> • on-line learning, • workforce development, • synergies between and among the surrounding communities, campuses and institutions (including Nevada State College, UNLV), • specific advantages to CSN students, budget detail, and a timeline for implementation, • services and programming that require standardization or centralization based on regional accreditation as one college, and • analysis of costs for implementation
Objectives and Charge to the Study Committee	<p>As it enters its fifth decade of service, the College of Southern Nevada has grown from a fledging workforce college to the largest institution of higher education in the State, embracing a comprehensive community college mission and serving the largest and fastest growing region and communities in the State. CSN has evolved into a very large, complex multi-campus single college structure. The majority of CSN's peers which have experienced similar growth over time have tended to transform to district models that are closer to the diverse communities that they serve and, while models vary, are more localized in organizational structure. It is an appropriate time to conduct an in-depth review of CSN and the communities that it serves to:</p> <ul style="list-style-type: none"> ➤ Understand the services most needed in each part of the CSN service area, ➤ Survey peer institutions to determine the structure that most effectively and efficiently promotes delivery of those services, ➤ Consider how a revised structure best fits within the NSHE framework ➤ Determine the structure that best serves students, faculty and the local community, and

	<p>➤ Develop a cost analysis and phased approach for implementation.</p> <p>Consideration of on-line services, workforce development, and intra-institutional synergies should be part of the study.</p>
Policy and Procedures	<p>The following policies, procedures and principles apply:</p> <p>Policies and Procedures:</p> <ol style="list-style-type: none"> 1. CSN as a multi-campus, single institution would migrate to a multi-campus district model with central services around which campuses and centers would function in a vertical and matrix management structure. 2. New administrative positions shall be minimal. The study may consider one campus administrator for two campuses and multiple centers, for example. 3. The College shall operate with one regional accreditation, one curriculum, one budget, and one element of shared services available to all campuses and centers. 4. The following central services will support the district: <ol style="list-style-type: none"> a. Human Resources b. Facilities Management c. Financial Services and Purchasing d. CSN Foundation e. Financial Aid* f. Police g. Curriculum Development and Program Assessment h. Legal Services i. Diversity and Inclusion j. Library Services k. Marketing l. Distance Education, Instructional Design and wrap around services m. Workforce and Economic Development n. Public Information and Government Relations o. Information Technology p. Institutional Effectiveness and Accountability q. Coordination of advising, counseling and First Year Experience r. Admissions s. Registrar t. Strategic Planning u. Resource Allocation v. Accreditation 5. Reporting to the President of the College, campus administrators will

	<p>have explicit authorities and responsibilities for the following:</p> <ol style="list-style-type: none"> a. Curriculum deployment and staffing (in coordination with deans and the Office of Academic Affairs), b. Student affairs and conduct (in coordination with the Office of Student Affairs), c. Campus safety, parking and security (in coordination with the office of Strategic Initiatives and Administration), d. Space scheduling, e. Implementation of College policies, f. Implementation of budget allocations, g. Local coordination of financial aid and other services for students, h. Coordination of public communications, i. Local coordination of student advising, counseling and First Year Experience, j. Local diversity programming and initiatives <p>6. A full complement of general education curriculum should be deployed and staffed, with related student “wrap-around” services on each designated campus. High-cost, niche programs will remain on existing campuses. For example, diesel technology will remain at the Cheyenne campus.</p> <p><u>Academic Infrastructure:</u></p> <ol style="list-style-type: none"> 1. Academic deans will be responsible for the deployment of curriculum on all campuses, hiring of faculty and staff pursuant to institutional and Board policies, other duties as currently documented in dean position descriptions, and for the coordination and correlation of academic services with campus administrators. 2. Department chairs, in addition to current responsibilities, will continue to coordinate their respective academic disciplines college wide as directed by academic deans and in coordination with campus administrators 3. Instructional faculty will teach at one campus. <p>*Financial Aid is a college responsibility, but financial aid customer services and troubleshooter services will be located on each campus.</p>
<p>Committee Members</p>	<p>The President of CSN in coordination with the Chancellor will appoint a committee of 15 and co-chair the committee. The list that follows will be the primary resource for members of the committee:</p> <p>Dr. Jill Acree, Chair-elect of the Faculty Senate (ex officio)</p>

	<p>Susan Adamek, Director of Education, Dignity Health and member of the CSN Institutional Advisory Council</p> <p>Mr. Stavros Anthony, City Council, Las Vegas, former chair of the Board of Regents, adjunct CSN faculty member</p> <p>Dr. Jennifer Basquiat, Faculty Ombudsperson</p> <p>Mr. Isaac Barone, City Council, North Las Vegas</p> <p>Dr. Nancy Brune, Executive Director, Guinn Center and Chair of the CSN Institutional Advisory Council</p> <p>Mr. Bob Coffin, City Council, Las Vegas</p> <p>Vice President Juanita Chrysanthou (former vice chancellor, Lone Star College System, TX)</p> <p>Dr. Darin Dockstader, Department of Social Science, past Faculty Senate Chair</p> <p>Tamara Flores-Sahagun, Chair, Administrative Faculty Assembly</p> <p>Professor James Godin, Chair, Dental, Diagnostic & Rehabilitation Services</p> <p>Dr. Candace Kant, emerita faculty</p> <p>Ms. Marilyn Kirkpatrick, Clark County Commissioner</p> <p>Dr. Marcus Johnson, Dean of Business, Hospitality and Public Service</p> <p>Dr. Robert Manis, Department of Social Science, President of CSN's NFA Chapter</p> <p>Paul Moradkhan, Vice President, Government Affairs, Las Vegas Metro Chamber of Commerce and member of the CSN Institutional Advisory Council</p> <p>Pamela A. Goynes-Brown, City Council, North Las Vegas City</p> <p>Dr. Joan McGee, Department of Visual and Performing Arts (past campus administrator in Henderson)</p> <p>Javier Trujillo, Henderson City</p> <p>Shaundell Newsome, Sumnu Marketing and member of the CSN Institutional Advisory Council</p> <p>Luis Ortega, Counselor</p> <p>Professor Mahima Pandey, Department of Computing and Information Technology</p> <p>Professor Dennis Soukup, Department of Applied Science</p> <p>Professor Patrick Villa, Department of Mathematics, past Chair of Department Chairs</p> <p>Debra March, Henderson City Council</p> <p>Mr. Lawrence Weekly, Clark County Commissioner</p> <p>Shari Wong, Director of Communications, Arcata Associates and member of the CSN Institutional Advisory Council</p> <p>Professor Diana Woodhouse, Department of Communication</p>
Contractual Requirements	The study will coordinate with the NSHE Chancellor, report to the Community College Committee of the Board of Regents and to the full

	<p>Board of Regents. CSN will be obligated to fund and support the study and any consulting work related thereto.</p> <p>To facilitate discussions and validate recommendations a third-party should be engaged by the study committee. Possible consultants include:</p> <p>Dr. Hugo Garcia, UNLV Higher Education Visiting Professor Dr. Jerry Sue Thornton, President Emeritus, Cuyahoga Community College, Ohio Dr. George Boggs, former CEO of the American Association of Community Colleges Collaborative Brain Trust, Sacramento, CA Dr. Sandy Shugart, President, Valencia College, FL Dr. Lee Lambert, Chancellor, Pima Community College, AZ Dr. David Armstrong, President, Broward College, FL Dr. Richard Rhodes, Austin Community College, TX</p>
Timeline	<p>Preliminary work: June to August 2016 Committee work: August to November 2016 Committee recommendations: December meeting of the Board of Regents</p> <p>It is possible to implement an organizational restructure over two academic years.</p>
Phasing	<p>Phase 1: Understand the Charge and Create Change Strategies</p> <ul style="list-style-type: none"> • Discuss charge, purpose, expected outcomes • Determine role of third-party reviewer • Understand southern Nevada demographics • Assess current structure and operations • Assess current mission, vision, values, strategy, goals • Assess alternative structures • Analyze structure, systems, and culture • Report out to Community College Committee <p>Phase 2: Design and Communication</p> <ul style="list-style-type: none"> • Establish design vision and guidelines for District model • Redesign structure, systems and culture • Flesh out design recommendations and develop position descriptions • Develop benefits and costs • Conduct third party assessment of new structure • Create outline for implementation and integrate with strategic planning • Create communications plan (internal, external and with accreditors) • Conduct third-party assessment of new structure, roll out and plans

	<ul style="list-style-type: none"> • Report out to the Community College Committee and to full Board (Dec. 2016) <p>Phase 3: Transition and Implementation</p> <ul style="list-style-type: none"> • Implement and Evaluate • Reconfigure space as needed
Resource Requirements	<p>CSN can provide space and staffing for meetings of the committee CSN will provide funding for contractual obligations CSN will provide funding for the final report</p> <p>Implementation of findings and recommendations of the committee's study will require additional funding as derived from a cost analysis.</p>
Contingencies	<p>CSN is prepared to continue its multi-campus, single college structure through any transition to a new model. Stability and consistency will be needed for students, faculty and staff.</p>
Tracking and Reporting	<p>The Board has asked for regular reports to the Community College committee and to the full Board. The Board has also asked for a phasing both of reporting and of implementation.</p>