

Appendix B

Self-Evaluation

Respectfully submitted in accordance with NSHE Procedures and Guidelines Manual, Chapter 2.3. pg 6 by

Dr. Karin Hilgersom, President, Truckee Meadows Community College

Executive Summary

Thank you for this opportunity to share with you my presidential progress and snapshot of progress occurring at Truckee Meadows Community College (TMCC). I arrived June 15, 2016, and I am humbled and proud to serve TMCC, The College for the New Nevada.

Although my transition to NSHE and TMCC was not smooth, I've never before experienced such a warm welcome within the community of Reno/Sparks and I am grateful.

Student Success

The soul of TMCC is our students. TMCC students are upbeat and appreciative, we adore them, and they inspire me to do my very best to symbolize their commitment to college through my leadership as president. TMCC faculty, staff, and administration are deeply committed to their success in credit degree programs and in non-credit personal enrichment and workforce training programs.

Much has occurred during the last year and a half, and the list of examples included here are grounded in team efforts across the five campus locations and due to an excellent team of executive leaders, along with their trusty assistants. A primary focus for me since my arrival is to cultivate a high performance team who feel effective in their important work, and the evidence that they are effective is substantial. Evidence of our team efforts includes, but is not limited to, the following:

Academic Affairs

- Executed agreement with ACUE to certify 50+ faculty in Effective College Instruction.
- Launched the Panasonic Preferred Pathway (P3) Program to meet the needs of Panasonic Energy of North America and other advanced manufacturing employers.
- Created a degree emphasis in Critical Systems to support the needs of trained HVAC personnel for commercial environments, including the Switch data center being expanded at the Tahoe Reno Industrial Complex.
- TMCC developed a two-year degree in Unmanned Aircraft Flight Operations that will be offered this year to meet the needs of the unmanned aerial vehicles employers in the area.
- CNA and TMCC's Nevada Apprenticeship Project partnered with Renown on a new "earn and learn" program, putting newly trained CNAs immediately into the workforce.
- Two students will graduate in May and will be the first at TMCC to receive their bachelor's degrees.
- TMCC and SNC signed MOU (AA Entrepreneurship emphasis articulates to their BS Entrepreneurship degree and our AA Business emphasis articulates to their BS Global Business).
- TMCC and NSC signed MOU for Education and GRC (3+1 partnership).
- Hospitality and Tourism degree is proposed - pending BOR Approval at Feb/March meeting.
- Bender gift/CALM \$600,000 (MDWS - a new hub for networking and education in the logistics).
- Hired 16 tenure-track faculty (Fall 16).
- Assessment and Planning – software purchases to create electronic platforms for TMCC's catalog as well as Assessment reporting to help our accreditation efforts.
- Bachelor of Science, Dental Hygiene approved to start Fall 18.

Finance and Administrative Services

- \$2.6 million renovation of library into modern Learning Commons
- Planned expansion and upgrade of Dental Hygiene and Dental Assisting facilities
- Initiated design and construction of a new Sports and Health Complex
- Completed comprehensive equity study and funded salary adjustments
- Planned expansion into Meadowood North building with Certified Nursing Assistant program
- Initiated planning for EATS facility for Entrepreneurship, Hospitality, Culinary Institute, and Performing Arts
- Completed renovation of the Pennington Applied Technologies Center
- Restored 18 faculty positions
- Initiated planning for a joint-use science and research building with DRI
- Updated Resource Allocation Process (RAP) to provide a transparent approval process of budget enhancement requests.

Student Services and Diversity

- Diversity and International Student Center Office (DISCO) opened in Fall 2017 to offer a welcoming and inclusive environment for students, faculty and staff.
- Launched First Year Experience in Fall 2017 to provide supportive services to full and part-time undecided students.
- International Student Recruitment – partnering with over 50 educational agents worldwide
- Recipient of two Costa Rican students on full-ride scholarships
- Recipient of a \$25,000 innovation grant from 100K Strong in the Americas, a partnership with SENATI in Peru.
- Nevada Promise Scholarship –Access, Outreach and Recruitment and Financial Aid collaborated for a successful implementation.
- A five-year Accessibility of Electronic Communications and Materials plan was developed.
- Success First Summer Bridge – This program is in its seventh year serving first generation students.
- Math Wizards, a math preparatory program for students who did not place into college level math had a 98% completion rate.
- Academic Advisement had more than 10,000 individual student appointments for the third year in a row.
- Drop-in Academic Advising saw 1,097 students in individual appointments and 1,201 students with quick questions.
- Career Services provides job preparation workshops online and continues to partner with UNR and EDawn for an annual "Start Up Fair".
- Admissions & Records and Academic Advisement implemented the Starfish Retention program to allow early alerts for struggling students.
- Veterans Upward Bound (VUB) Program secured an approximately 2 million dollars grant to provide outreach and educational services to prepare veteran students for college success.

Personal Assessment of Performance

Achievements

First, I've immersed myself in hundreds of connections both internally on campus and externally within the community. Through these connections I've observed and learned the strengths, weaknesses, and opportunities of TMCC. I suspended most judgements for several months and after a year and a half a relatively clear picture has emerged. TMCC is a great college, and we have room to become even greater. Our community connections are strong, and these linkages help sustain our excellence.

Second, change is needed at TMCC in several areas and my ability to inspire change, including working through conflict that can have positive and productive outcomes, is indicative of who I am as a leader. My style emphasizes excellence, urgency, and facilitation, and I hope that this report has effectively captured evidence for the reader of how my style is benefitting TMCC.

Third, I am student focused. Students deserve to be active participants in shared governance especially as related to student engagement and activities. I work closely with student leaders, and the Sports & Health Complex project is the first project in the history of TMCC developed by two teams of SGA leaders (2016 and 2017 Officers).

Fourth, I am faculty focused. I believe faculty are the heart of a college, and because I was a full-time faculty member for 16 years (and an underpaid part-timer for several years, too) I bring a deep understanding of the challenges that a class of community college students bring. Teaching community college students when done well is exhausting, plain and simple. My job is to provide the resources and support for faculty so that they can excel in their important work and do so during a radically changing educational context.

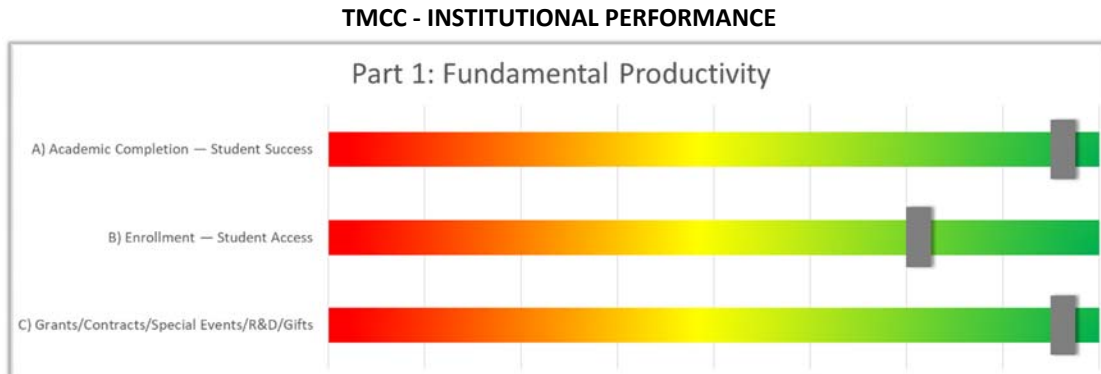
Fifth, inspiring innovation and creativity in others comes naturally to me. I'm happy to inspire innovation and prefer to do so via intrinsic rewards that occur when employees are proud of their achievements. When people experience positive incomes that result from individual creation and team innovation, we are changed **within**. The 1,200 or so people that work hard for TMCC are our most important resource, and creating a pride in achievement strengthens us in ways that create a remarkable and successful organizational culture.

As for challenges, you will see that TMCC challenges are "sprinkled" throughout this report. You will also discover that with each challenge is a goal linked to a planning document.

Perhaps there have been two significant challenges since my arrival. First, I must include the "normal" challenges that come with a new presidency, and in my case, these typical challenges were perhaps more difficult due to flux at the NSHE system level. Understanding systems, procedures, other system leaders and their styles, and a new college culture are a few examples. Second, TMCC has a culture that is just now emerging from extremely difficult financial times and the negative changes that resulted from diminishing resources. I believe this has created a perspective/culture that can make it hard to move forward with reinventing a college that aligns with a changing student and regional demographic. My team and I have embraced this challenge and I look forward to discussing this topic in particular with the evaluation committee.

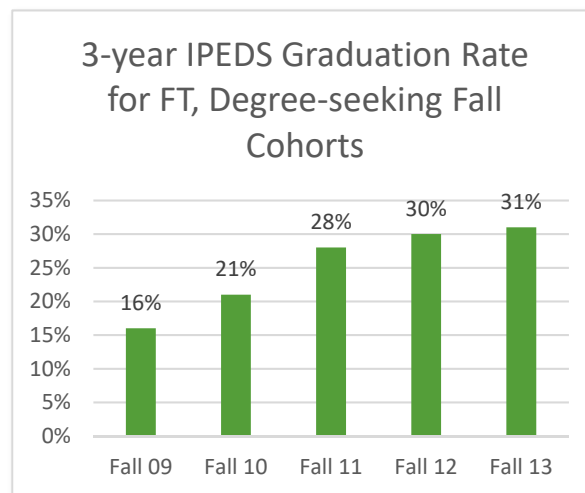
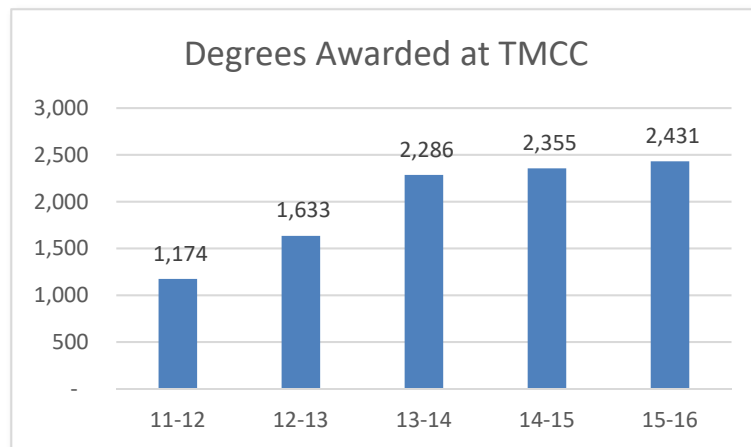
This self-evaluation connects NSHE guidelines related to periodic presidential self-evaluation with the goals submitted to Chancellor Reilly on December 3, 2018. The goals are necessary to assist the reader with the context for this personal assessment of my work. This report also includes dashboards designed to visually display a summary of the following question: Considering the conditions, what is the president's overall assessment of institutional progress toward the areas of evaluation in the NSHE Procedures and Guidelines Manual, Chapter 2, Sections 2.2 and 2.3.

Part 1. FUNDAMENTAL PRODUCTIVITY



A. Academic Completion—Student Success

Compared with state and national community college benchmarks, TMCC boasts strong graduation rates, an increasing number of degrees and certificates, and modest gains in persistence rates.



Detailed performance metrics follow, these have been formatted to be consistent with previous reports to NSHE.

FY 18 Presidential Performance Metrics – [Dr. Hilgersom, TMCC]

Part 1. FUNDAMENTAL PRODUCTIVITY								
A. Completion – Student Success								
IPEDS Graduation Rate:								
Goal	Time Period	Annual Improvement	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19
40%	8 Years	1-2%	21%	28%	30%	31%		
B. Enrollment – Student Access								
FTE Targets								
10 year Aspirational	Target		FY 14 (actual)	FY 15 (actual)	FY 16 (actual)	FY 17 (actual)	FY 18	FY 19
7,141 (based on last 10-yr enrollment plan submitted to NSHE)	FY16 = 6,197 FY17 =6,259 (1% growth)		6,166	6,098	6,197	5,851		
Head Count								
Target	Target		FY 14 (actual)	FY 15 (actual)	FY 16 (actual)	FY 17 (actual)	FY 18	FY 19
9,968 (based on last 10-yr enrollment plan submitted to NSHE)	FY 16 = 11,427 FY17 = 11,541 (1% growth)		11,533	11,483	11,427	11,002		
Retention Fall to Fall								
Goal/ Actual	All Full Time Degree-Seeking	All Part Time Degree Seeking	All Full Time		All Part Time			
Goal	65% As currently stated in TMCC SMP approved by the Board of Regents	49% (currently no goal; proposed: 2% increase to match performance pool)	65% (currently no goal; proposed: to match FT degree-seekers)		41% (currently no goal; proposed: 2% increase to match performance pool)			
2013	64% (IPEDS)	46% (IPEDS)	59% (Factbook)		38%			
2014	66%(IPEDS)	44% (IPEDS)	60% (Factbook)		39%			
2015	65% (IPEDS)	46% (IPEDS)						
2016	63% (IPEDS)	45% (IPEDS)						

Number of Awards										
Award Type	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Certificates	47	62	46	198	130	149	230	277	199	152
Associate	682	786	917	1107	1044	950	1191	1174	1333	1270
Bachelor's	-	-	-	-	-	-	-	-	-	-
Total Awards	729	848	963	1305	1174	1099	1421	1451	1532	1422

Diversity			
Racial Category	Rural Nevada Population Distribution	TMCC 2013 IPEDS (Factbook)	
		Pop. Dist.	Grad. %
African American		3%	23%
Asian		7%	38%
Hispanic		31%	32%
Native American		<1%	7%
White		50%	30%
Hawaiian/Pacific Islander		<1%	<1%
Two or More Races		4%	27%
Other/International		<1%	<1%
Unreported		2%	27%

In the brief timeframe of the year and a half of my service to the college, I've set in motion the following goals and strategies to continue to improve upon completion and student success even in the context of current declining enrollments at community colleges, including TMCC.

Goal: Direct and support specific programmatic initiatives that improve the achievement of broader goals related to access, student success, closing the achievement gap, and workforce development

1) *Lead a new and improved plan to meet Gateway Goals and improvements to transfer preparation and articulation (Student Success);*

Self-Evaluation: My efforts to assist with Gateway work are recent. Working with the new interim VPAA on an innovative advising strategy that leverages the energy and experience of 18 part-time faculty has been a positive experience. The Interim VPAA speedily executed my idea in a matter of weeks. Early evaluation identifies that the project needs some revisions; final academic year outcomes will be measured to determine the effectiveness of the program and pinpoint where improvements are needed. Since the new VPAA arrived, the areas of instruction and student services are working much more collaboratively especially with regard to Gateway outcomes, and it is evident that we have begun a productive new course.

2) *Thoroughly analyze student persistence and completion with the executive leadership team and seek ways to further improve outcomes.*

Self-Evaluation: TMCC has an excellent team of IR staff who through the years have shaped a culture of data-informed decision making at the college. TMCC has identified six institutions nationally for comparison, and these include three "aspirational" colleges that exceed TMCC's current benchmarks. This benchmarking has been a great project for the TMCC executive leadership team and helped us focus on our strengths and weaknesses when compared with similar institutions.

3) *Encourage faculty innovation and professional development;*

Self-Evaluation: Moving graduation and persistence rates from great to greater will require faculty innovation, puzzle solving, and pedagogy of risk. Faculty with administrative support, should feel free to experiment, measure results, and try again if needed. I continue to visit divisions and departments to encourage professional development requests. I have approved and championed a number of projects in support of this goal, they include:

- the TMCC Foundation Executive Director’s idea to bring back Foundation funded “Innovation Grants” to support faculty projects,
- increasing budgets for faculty and managers to attend national conferences, especially when faculty are willing to attend with faculty cohorts seeking improvements to Gateway completion,
- funding for a major new faculty development initiative via a national credentialing program through the Association of College and University Educators (ACUE). The faculty response has been very positive, with more than 60 faculty ready and willing to participate in the professional development experience.
- with the support of the relatively new VPFA, worked to improve the Resource Allocation Process (RAP), this grants individuals the opportunity to submit for funds that exceed annual budget allocations, equipping them with needed resources to be innovative throughout the year. Appendix A outlines the new system for RAP requests.

Goal: Begin new initiatives that improve upon TMCC, including the college capacity for mission fulfillment, and that will require one to five years to fully implement:

1) Design a Learning Commons that will increase the use of tutoring, library resources, and other academic supports;

Self-Evaluation: Using a shared governance committee structure, a college-wide committee was convened to plan a Learning Commons (including centralized tutoring services, which at the time was located in various disconnected areas on campus). Phase One is completed, including the centralization of most tutoring on the first floor, complete with furnishings that have specific learning centered functions. Phase Two is underway with approximately \$2.2 million of funding encumbered for the project.

Moreover, it will be imperative that the college improve student activities and opportunities for engagement especially at the Dandini campus where the vast majority of students study. Our student demographic is changing, and we know that two-thirds of our students are less like commuters and more like traditional college students who expect campuses to be second homes with amenities.

2) Work with the Student Government Association (SGA) to fulfill their goal of sports on campus and inspire SGA leaders to broaden the goal to include a “healthy” campus culture in general;

Self-Evaluation: After a second team of SGA leaders unanimously voted to move forward with the Sports and Health Complex project, support was given to the students in their athletic quest. I am thankful to faculty who attended the forums and with their help the project is better and more affordable for TMCC students. Pre-design on a campus health club and sports field was completed in Spring 2017 and several campus forums were conducted. One error was the timing of the forums—which should have been held much sooner (I publicly apologized for this timing error). There was a failure to predict that some faculty were strongly opposed to a student capital project, especially one funded largely by students. The issue was resolved in a positive collaborative manner with most faculty and the process resulted in ways to bring the cost to students down from \$9 per credit to \$5 per credit. The Board of Regents (BOR) approval was secured in September 2017 and received final finance approval at the December 2017 BOR meeting. The addition of men’s and women’s soccer will inspire some of our Latinx residents to access TMCC, enroll in our programs, and thus help us close the achievement gap experienced by this particular population.

3) Reinvent the failed plan for a Performing Arts Center and do so by leveraging the strengths of Culinary Arts and the Business/Entrepreneurship program.

The new plan, EATS, includes Entrepreneurship, Hospitality & Tourism, the TMCC Theater, and the Sierra Culinary Institute (BOR approved the addition of EATS to the TMCC Master Plan, December 2016); the BOR approved \$1 million in planning dollars, January 2018. Appendix A reflects the current list of capital projects.

Self-Evaluation: We are in the process of cost estimation and exploring private/public partnerships. One forum was conducted in Spring 2017 and there will be several more forums once an effective pre-design is completed. This project appears to have little controversy and the primary building occupants were involved early on.

4) *Become a “green” campus using national benchmarks and carbon neutral assessment requirements established by the Second Nature Organization. Strive for carbon neutrality as a long-range goal;*

Self-Evaluation: Three significant actions have been taken to date: 1) Created a faculty sustainability coordinator and added sustainability as an area of coordination for staff of the Equity and Inclusion Office, now renamed the Equity, Inclusion and Sustainability Office; 2) directed these two sustainability leads to create a Sustainability Champion Committee that would inspire faculty, staff, and students, to improve the campus sustainability efforts; and, 3) Signed the Climate Action and Resilience Commitment through the Second Nature national organization, formerly the American College & University President Climate Commitment, Appendix B. Students want their college to lead the way to a healthier earth.

5) *Bring greater recognition to TMCC for the excellent work that we do;*

Self-Evaluation: When students are proud of their college their motivation to persist and graduate improves. I began connecting with the Aspen Institute staff to better understand award criteria (this required help from Senator Cortez Masto’s staff and TMCC IR staff but the connection eventually occurred). TMCC made the Aspen Institute top 150 list and a TMCC team completed the application process to be in the running for the top ten. If TMCC does not make the top ten this year we will persist until it does.

Associate Vice President of Institutional Research, Marketing, and Communications, Elena Bubnova and I continuously seek regional opportunities to bring positive attention to the good work occurring at TMCC.

B. Enrollment—Student Access

I am compelled to note that this section in the manual is openly more pertinent to NSHE universities and it is unwise to assume that community college enrollments, because we serve primarily a local population, can sustain growth in a period of high employment. Fluctuations are more common in such a context. Community college enrollments fluctuate and depend upon a number of factors including, but not limited to, unemployment rates, population growth, and competition from other providers. There are a number of strategic enrollment initiatives, however, that can help community colleges maintain and grow enrollments. These take planning, time to implement, money, and time to measure the effectiveness of a particular strategy. Furthermore, enrollment strategies that emphasize equity and diversity are vital to sustaining access and cultivating a deepening of perspective that such diversity brings. In my view, only diverse colleges are truly excellent.

With this spirit and intention in mind, I’ve directed and participated in several recent enrollment projects that are included for this review.

Goal: Direct collaborative completion of the TMCC Strategic Enrollment Management (SEM) Plan to structure new initiatives and measure progress over a five-year time period.

Note: In addition to restructuring leadership that in effect merges IR, MCO, and Web Services, TMCC has enjoyed a very effective IR department and a “culture of evidence” that was inspired by my presidential predecessor. We are adding the equivalent of a half-time staff member to the IR office that will be helpful to the implementation of the recently created TMCC SEM plan (Appendix C) and the revised TMCC Strategic Master Plan (SMP) (Appendix D). Both plans include benchmarks and data points (indicators) that provide an institutional framework to assess how effective TMCC is at fulfilling its mission.

Several of the strategies in progress are shared here:

1) *Scale-up Summer Bridge because the program works (Access, Student Success, Closing the Achievement Gap);*

Self-Evaluation: Additional resource support for the Summer Bridge Program and expanded the capacity of the program has been approved. This is a highly successful program that expands access to TMCC to underrepresented

groups. The model is excellent, in that the program is cohort-based and occurs during the summer in preparation for a successful Fall and Spring Term experience. The model is supported by several private donors and the end-of-term recognition ceremony also offers an opportunity to meet these strong supporters of TMCC.

2) Significantly increase the number of high school students enrolled in TMCC Dual Credit in Washoe County. Target: 1000 additional students by 2019 (Access, Student Success, Closing the Achievement Gap);

Self-Evaluation: Resources have been directed to the TMCC Dual Credit effort. It has been emphasized that this effort is a top priority for TMCC, which has been enhanced by improved relationships with Washoe County School District. The improved collaboration led to discovering that WCSD could do a lot more to encourage dual enrollment with TMCC, which opened discussions with the District leadership about the benefits of dual-enrollment programs. Dual enrollment strategies implemented at TMCC are proving to be effective. There was a 14% increase in dual enrollment students from Fall 16 to Fall 17 and a 23% increase from Spring 17 to Spring 18. The situation has greatly improved with help from many in our community. A specific strategy related to dual credit expansion is moving forward. Perhaps most importantly, I approved of a staff position and we hired Susan Mayes-Smith, a well-respected former principal, to assist TMCC with the expansion of dual credit.

The Nevada Promise program has been a great surprise and has provided for additional opportunities to work effectively with WCSD and appears to be having a positive effect on other joint initiatives.

3) Direct the Vice President of Student Services and Diversity (VPSD) to strategically expand the number of international students on campus;

Self-Evaluation: I enthusiastically believe that international students help domestic students gain global perspectives and cultural intelligence, and provide an element necessary to campus excellence. Moreover, the revenue produced by a robust international program can assist with resource support for all students. VPSD Estela Gutierrez has done a great job leveraging existing staff to create a strategic expansion of international students and programming. Prior to the implementation, I introduced the VPSD to a former associate, Diana Sampson, who has a rich career of building a large international program at Shoreline Community College. Diana has been enormously helpful to our team and taught TMCC's international team leader, Dr. Natalie Brown, how to strategically structure a successful community college program. My support has included the approval of international recruiting expenses, redirecting staff time to the international effort, participation in the Governor's Trade Mission, and the creation of the Diversity and International Student Center and Office (DISCO), a space that merges domestic diversity with international diversity.

By the time the committee reviews this document, TMCC, in partnership with SENATI Peruvian technical colleges, will be announcing an international grant that provides funding for student and faculty exchanges. Although the grant is relatively small, it marks the start of strategic international connections that can deepen our knowledge of worldwide educational best practices.

4) Obtain Hispanic Serving Institution status and seek and obtain additional grant funding for Lantinx student support;

Self-Evaluation: We achieved the designation we sought, and we strive to obtain additional grant funding to make the designation more advantageous for students.

We are very pleased that so many new initiatives are underway, and for the most part these initiatives included input and expertise from all campus stakeholder groups. The invention and implementation of the DISCO is a project that we are all very proud of, as is the reinvention of the TMCC library to the new Learning Commons. We are beginning to measure the success of these recently-opened spaces and the increase in student use in these two areas is positively stunning. It is still too early to determine the specific effects upon underrepresented groups, but we will measure this.

5) Improve internal efforts to market the campus locally (doubled the budget for marketing “consumables” and appointed new and improved leadership);

Self-Evaluation: The appointment of Elena Bubnova as the new supervisor of the Marketing and Communications Office has been enormously helpful. Elena brings a creative passion and energy for this new role that is critical to TMCC’s next successful chapter. The marketing budget has been doubled, a new ad campaign is in progress, and additional funding for website redesign was approved. TMCC needs to tell its positive story consistently and strategically and reinforce our brand. TMCC is “The College for the New Nevada.”

C. Grants/Contracts/Special Events/R&D/Gifts

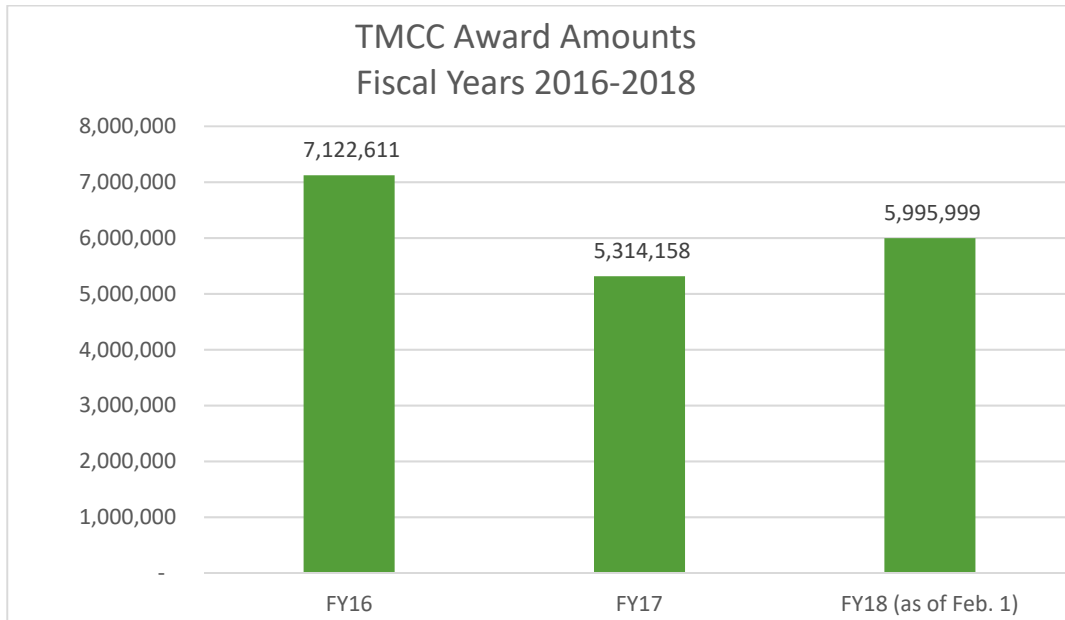
Securing funds through grants, contracts, events, and gifts is a team effort. I am grateful to Executive Director of the TMCC Foundation and Grants office, Gretchen Sawyer, for her excellent work and long list of community connections that assisted me in a strong first year of fundraising for TMCC students and projects. A complete list of monies raised and graphs of targets and progress is contained in Appendix E. Our next capital campaign is about to begin, and the most recent draft of the EATS case of support is contained in the same appendix for committee review.

Goal: Increase scholarship support 10% annually and launch successful capital campaign for EATS with a target of \$6 million over the next three year time period. Sustain current levels of grant funding, and submit additional requests to HSI centric grants, and grants that assist with international faculty and student exchanges.

Grants and Contracts

TMCC actively pursues state and federal grants that align with its mission and advances TMCC's strategic objectives. Annually in November, TMCC reports the grant awards received and amount expended to the Nevada System of Higher Education’s Sponsored Programs Office for the prior fiscal year. In the reporting for awards, all NSHE institutions report the total amount of multi-year awards in the year they are received. For example, we recorded the entire \$2.9M, five-year American Apprenticeship Initiative Grant from the US Department of Labor in Fiscal Year 2016.

TMCC’s grants fall into two primary categories including instruction and student services since TMCC is predominately an undergraduate instruction institution.



Highlights

Fiscal Year 2016

- In August 2015, the Nevada Department of Education funded an MRI Instructor position to develop an online Skills Certificate for Magnetic Resonance Imaging Technology.
- The CyberCorps grant funded by the National Science Foundation is a collaborative project with University of Nevada, Reno's (UNR) computer science department to prepare students for work in cyber security.
- The Advanced Transport Technologies grant funded by the National Aeronautics and Space Administration (NASA) will provide engineering lab activities to students based on research conducted by engineers at University of Nevada, Las Vegas (UNLV).

Fiscal Year 2017

- TMCC received designation as a Hispanic Serving Institution by the US Department of Education
- 40% increase in the number of awards and 80% increase in amount of funding received from the State of Nevada over the prior year
- TMCC was awarded three Workforce Innovation grants for a total of \$1,417,142 to support students and the management of the Panasonic Preferred Pathway (P3) Program from the Nevada Governor's Office of Workforce Innovation.

Fiscal Year 2018

- TMCC received a \$1.9M five-year award from the US Department of Education for the Veterans Upward Bound (VUB) program. The VUB program has been in operation for more than twenty years.
- TMCC received a sub recipient award from the University of Nevada, Reno for the tuition support of students engaged in the Sustaining Workforce Diversity in Emerging Economies funded through the National Science Foundation premier STEM programs, Inclusion across the Nation of Communities of Learners Underrepresented Discoverers in Engineering and Science (NSF INCLUDES).

Special Events

Since June of 2016, the College and Foundation have held a number of internal and external events highlighting the College, recognizing programs and bringing students and donors together.

On September 20, 2016 a Ribbon Cutting was held to commemorate the completion of a second phase of renovations at the William N. Pennington Applied Technology Center was held on September 20, 2017. Renovations totaling \$10 million for phase one and phase two have been completed providing program enhancements for TMCC students and opportunities for high school students from the Washoe County School District and ACE Charter School to participate in a dual-credit Technical Pathway option. The Ribbon Cutting was attended by Regents, William N. Pennington Foundation Trustees, Foundation Board members, IAC members and community partners.



William N. Pennington Applied Technology Center Ribbon Cutting, September 20, 2016

On September 22, 2016, the College held a Food, Wine and the Future fundraiser where the community interacted with a number of Nevada's top technology-driven enterprises to learn about the region's evolving workforce needs. Refreshments were provided by TMCC's Culinary Arts Program. Funds totaling more than \$150,000 were raised for programs at the Applied Technology Center and scholarships for students enrolled in technology programs.



Attendees at the Food, Wine and the Future event held at the William N. Pennington Applied Technology Center in the IGT Manufacturing Hub.

On October 3, 2016 TMCC held the grand opening celebration of the Veterans Resource Center. The Center, which officially opened in 2014, had recently moved into a bigger space to accommodate the growing veteran population at TMCC. The Center provides quiet study areas, a mentorship program, a Leadership Academy, and other resources to help veterans adjust to both civilian and college life. The Nevada Military Alliance is a major supporter of the Veterans Resource Center and representatives attended the event.



Ribbon Cutting attendees (L-R) General Ronald Bath (Ret.), Dan Morgan, Scott Bensing, Teresa DiLoreto, Zachary Totans, Jon Gray and President Hilgersom.

On October 7, 2016 and October 6, 2017, the TMCC Foundation hosted the 7th and 8th Annual Legacy Scholarship Receptions sponsored by AT&T and Lewis Management Corporation with over 500 people in attendance. The event allowed scholarship recipients and their donors to connect, creating a sense of community for the College. (Appendix F, attachments A and B)



Scholarship recipients recognized for their achievements at the 2016 Legacy Scholarship event

On April 13, 2017, the Foundation held a Ribbon Cutting for the Frank N. Bender Center for Applied Logistics Management (CALM). CALM is located at TMCC's Meadowood Center on the third floor of the north building. The Frank N. Bender CALM was created with a \$600,000 gift from the estate of Frank N. Bender and his family. The Center houses the logistics program, which includes TMCC's new Bachelor of Logistics Management degree. Appendix F, attachment C.



April 13, 2017 Frank N. Bender CALM Ribbon Cutting

Research and Development

TMCC currently provides undergraduate research opportunities for students through examples such as the INBRE and Trout Unlimited grants. Undergraduate research activities at TMCC occur in many forms, including traditional one-on-one student-mentor research projects, small-group research projects, and course-based research opportunities. TMCC's goal is to grow the culture of research, and to offer undergraduate research experiences to beginning undergraduates, which has been shown to increase retention, persistence, and completion in STEM degrees. The INBRE (INBRE - IDEA Network of Biomedical Research Excellence) grant supports the STEM component of the College's Success First Summer Bridge Program, the BioResearch Summer Workshop, and a variety of other activities related to undergraduate research. The Trout Unlimited grant has resulted in students presenting their work as posters at several national and local meetings with a scientific paper submission in process.

Gifts

TMCC relies heavily on private contributions to support capital projects, programs, equipment and scholarships. Following is the breakdown of private support for fiscal years 2016, 2017 and 2018 (as of Feb. 1, 2018).

In Fiscal Year 2016, the Foundation had a historic year of fundraising. A total of \$6,646,013 was raised through cash and stocks from individuals, corporations and foundations. An additional \$59,556 of gifts in kind were raised.

Fiscal Year 2016 highlights include the following:

- Three installments totaling \$3,282,060 from the William N. Pennington Foundation toward the second phase of renovations at the William N. Pennington Applied Technology Center.
- Pledge payments totaling \$2,551,000 toward the William N. Pennington Health Science Center from the Nell J. Redfield and William N. Pennington Foundations.
- Scholarship and endowment contributions totaling \$604,103.

In Fiscal Year 2017, the Foundation had another successful year of fundraising. A total of \$3,229,165 was raised through cash and stocks from individuals, corporations and foundations. An additional \$21,710 of gifts in kind were raised. Although this is a 50% decline in gifts from Fiscal Year 2016, it is important to note that the majority of contributions in Fiscal Year 2016 were pledge payments directed toward the renovations at the William N. Pennington Applied Technology Center and the new William N. Pennington Health Science Center. Fiscal Year 2017 was the second highest year of private donations to the Foundation.

Fiscal Year 2017 highlights include:

- \$600,000 contribution from the estate of Frank N. Bender that established the Frank N. Bender Center for Applied Logistics Management (CALM).
- Final installment of \$1,094,020 from the William N. Pennington Foundation for the second phase of renovations at the William N. Pennington Applied Technology Center.
- The TMCC Foundation became the fiscal agent for the Adopt a Vet Dental Program. The AAVD clinic is now housed at TMCC and serves low-income veterans in need. TMCC dental students assist in the treatment of patients, adding to their educational experience.
- Two SimMan 3G Manikins and two RespiTrainer Advance Intubation Trainer Systems were provided for the Public and Occupational Safety Department with a grant of \$117,000 from the William N. Pennington Foundation, \$10,000 from the Robert Z. Hawkins Foundation and \$127,000 from the State of Nevada Office of Science, Innovation and Technology.
- The September 22, 2017 Food, Wine and the Future event netted \$153,000 for scholarships and program support at the William N. Pennington Applied Technology Center.
- Scholarship and endowment contributions totaling \$693,402.

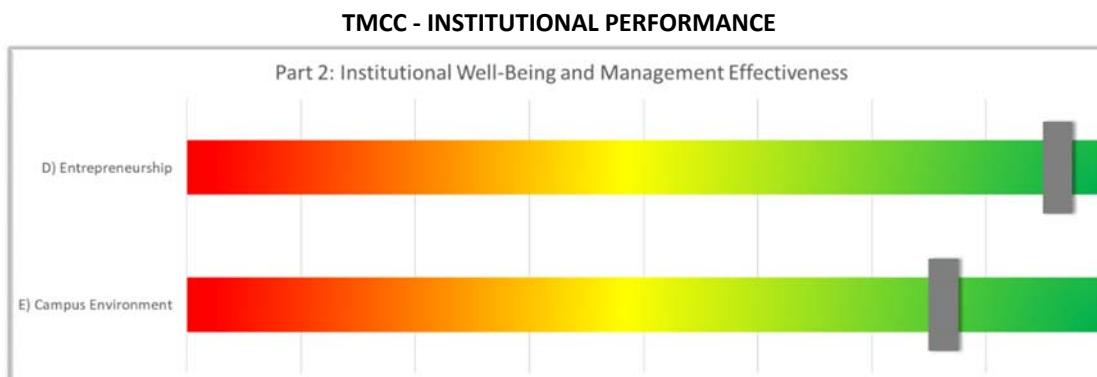
Fiscal Year 2018 has seen a number of transformative gifts from July 1, 2017 through February 1, 2018.

Fiscal Year 2018 Highlights include:

- \$1,640,122 grant from the William N. Pennington Foundation to expand TMCC's dental programs, move the CNA program to the Meadowood site and create an Adopt a Vet Dental Clinic at TMCC (attachments D&E).
- Renewal of support from the Maxine S. Jacobs Foundation for the Jacobs Presidential Scholars Program (JPS) from July 1, 2018 through June 30, 2018 totaling \$495,500. The JPS program assists unemployed/underemployed adult learners in attaining certificates in career and technical areas of study to increase their employability and assist them in gaining employment. Funding supports the Coordinator position and scholarships for students.

Self-evaluation: Considering the length of my time to date with TMCC, and considering College fundraising efforts rely upon relationships that can take time to develop, The TMCC Executive Director Gretchen Sawyer and I are very pleased with outcomes achieved this past year and a half. We look forward to even greater success in the near future.

Part 2: INSTITUTIONAL WELL-BEING AND MANAGEMENT EFFECTIVENESS



D. Entrepreneurship

Goal: Direct and support specific programmatic initiatives that improve the achievement of broader goals related to access, student success, closing the achievement gap, and workforce development:

1) Secure resource support to pilot innovative ways to meet the workforce demands of the region. Encourage relationships among TMCC staff and faculty to foster strong connections to state agents that provide additional funding for workforce expansion particularly in the areas of advanced manufacturing;

Efforts:

Manufacturing: Increasing demand for skilled talent in the area of manufacturing has led to the P3 program. The TMCC P3 (Panasonic Preferred Pathway) program is the ultimate model of integration. Models like P3 occur when faculty and deans are strongly encouraged to invent new pedagogies and delivery structures. As part of P3, Panasonic interviews and hires employees at the TMCC campus. New recruits are quickly enrolled in an open entry program that teaches manufacturing competencies—competencies selected from a “menu” provided to Panasonic by TMCC faculty. TMCC staff and faculty are reinventing higher education to assist with regional workforce development and needs. Moreover, the State of Nevada has provided approximately \$1.7 million in tuition support for this program.

Health Care: The TMCC Nursing program is working toward doubling its capacity and up to six “new” Nursing positions have been approved to make such an expansion possible. TMCC has been working with community partners to secure additional clinical spots at local hospitals and care centers, perhaps the most significant barrier to expansion that we face locally. A similar expansion is occurring in our Paramedic program, and our Radiologic Technician program.

EATS: Still in preliminary stages, I’ve triggered the start of a rebranding and expansion of TMCC’s Culinary Arts program which will be renamed the Sierra Culinary Institute. This program will be complemented and enhanced by a new degree option in Hospitality scheduled for launch Fall 2018.

Applied Bachelor’s Degrees Efforts: Shortly before my arrival, TMCC launched two Applied Bachelor’s degrees, one in Emergency Management and Homeland Security (EMHS), and another in Logistics Operations Management. These programs are going well, and enrollments in EMHS exceeded expectation (54 enrolled by third semester). The Logistic Operations program received a nice boost when the Bender Family donated \$600,000 to assist the college with opening the Center for Applied Logistics Management (CALM). I assisted with securing this donation and am thankful to President Johnson for his willingness to release the University of Nevada, Reno’s interest in this funding. Finally, we are nearing the latter stages of a Bachelor of Science in Dental Hygiene and a 3-plus-1 Bachelor degree option in Graphic Communications with Nevada State College. These four programs enhance the workforce development needs in our region.

E. Campus Environment

TMCC Climate and Organizational Culture: One goal that has been a primary focus during the last six months for me and my leadership team is to foster an organizational culture that is both collegial and high performing at TMCC. Currently, there is an unnecessary perceived divide between administration and several faculty leaders at TMCC that affects our ability to seek continuous quality improvements together. I have taken several specific measures to reclaim a culture that I believe TMCC enjoyed prior to the 2008 national recession. Progress is slow and at times painful, but my resolve is strong. The following goals have led to strategies that are in progress at the time of this writing.

Goal 1: Create a shared common language college-wide that aspires to high performance, collegiality, and excellence at TMCC.

Strategies: During the summer day long workshop for college leaders (including department chairs and other faculty leaders) approximately 60 participants took a pre-workshop survey related to organizational culture. A professional consultant worked with us on developing a shared understanding of organizational culture and what we hope to achieve at TMCC. Several departments at the college continued the discussion after the daylong workshop and I am hearing good outcomes in several areas.

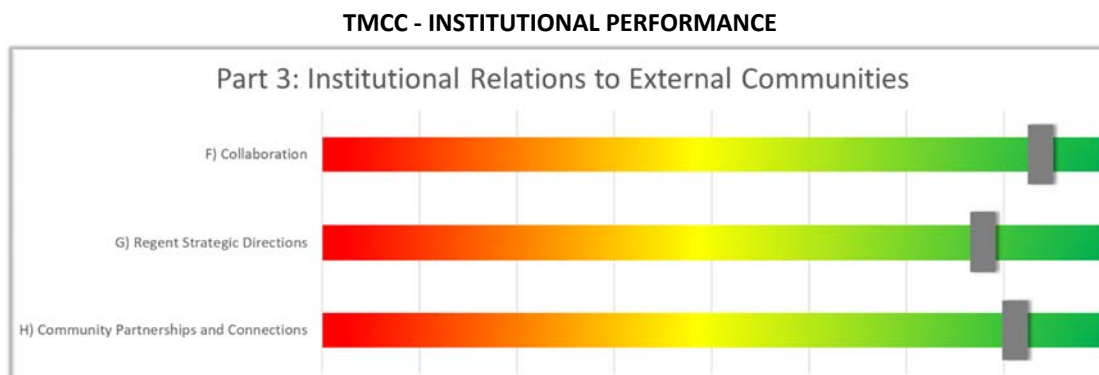
Goal 2: Move toward a collegial and integrated organizational culture that offers intrinsic rewards for high performance.

Strategy: This includes working with faculty leaders on a common definition of shared governance and the intention of ending historical divisions that exist between some faculty and administration. The latest draft can be found in Appendix G, including an email explaining my writing process, of this shared definition that was forwarded to the Faculty Senate Executive Committee on January 8, 2018 for review. Target completion for this work with Faculty Senators is the end of Spring Term, 2018.

Goal 3: Develop structures and duplicate messages when necessary, and in doing so, increase the level of engagement among faculty and staff on new initiatives designed to fulfill the mission of the college and effectively implement the TMCC Strategic Master Plan.

Note: College managers are often, perhaps always, criticized for a lack of communication especially when 1,200 or more employees are involved. Keeping all stakeholders informed is a constant challenge especially when many college employees have flexible teaching schedules with summers off contract. In addition to committee meetings and councils that include shared governance through representation, I hold presidential office hours at 4 of the 5 campus locations (excluding the Nell J. Redfield Foundation Performing Arts Center on Keystone Avenue), have many appointments with individuals and small groups, and leave my door open for quick 5 minute meetings if needed. I also encourage all the Vice Presidents to hold office hours, communicate executive level news, and manage-by-walking-around (something I do as well). The problem for college managers is that faculty are often in classrooms teaching and it is not standard in higher education for administrators to pop-in and take a seat unannounced (nor should it be). Walking around is often a lonely proposition when faculty are doing their jobs in classrooms. However, as the President I continue to seek ways to keep all informed and engaged. I've begun using Twitter and other social media outlets to assist and good results are occurring. The effectiveness of such added communication mechanisms can be partially assessed by campus climate surveys conducted over time. At my direction, TMCC established a new baseline by conducting a recent climate survey early Fall 2017. In Appendix H you'll find examples of the new communications sent by administration to the campus community as well as an advertisement for Office Hours with the President. These office hour sessions are held once a month at rotating TMCC sites to encourage dialogue with faculty and staff. The TMCC community is encouraged to bring their thoughts, questions, and ideas to discuss with the President in a less formal environment. I have found these to be very helpful in getting to know faculty and staff at each of the TMCC sites.

Part 3: INSTITUTIONAL RELATIONS TO EXTERNAL COMMUNITIES



F. Collaboration

Goal: *Work more effectively with the University of Nevada, Reno, and appropriate NSHE staff to fix transfer trouble-spots and develop new partnerships with 4-year partners through a University Center Model.*

Self-Evaluation: I've gained familiarity with the articulation and transfer processes in Nevada. Additionally, Joe Nannini, Coordinator of Internship and Professional Experience at the University of Nevada, Reno, agreed to serve on the TMCC's Institutional Advisory Council (IAC) and will assist by providing the university perspective and also his perspective related to the Reno Arts community.

Self-Evaluation: TMCC continues to pursue seamless transfer agreements with Nevada State College. The President of the Desert Research Institute and I have agreed to submit a joint Science Solutions facility proposal to NSHE for consideration as a top legislative priority (\$5 million for planning). Quite recently, TMCC and DRI have extended that facility proposal to the President of Nevada State College.

New partnership possibilities with University of Reno, Nevada, are underway at the time of this writing. We have made space at the TMCC Career Center for UNR advising and recruiting. President Johnson and I are beginning to explore joint efforts related to remedial math and writing.

Finally, an agreement with Sierra Nevada College (SNC) was negotiated to provide an affordable private college option occurring at the Dandini campus for students choosing a 2-plus-2 Bachelor's Degree in Psychology or Business via SNC. TMCC has created a small University Center space that includes a Sierra Nevada College office and a tentative space for Nevada State College at the same location. There is a small contingency of students who prefer the comfortable culture of TMCC with several options for Bachelor's degrees on campus. This partnership also provides TMCC faculty with the opportunity to teach upper-division for both SNC and NSC. Teaching upper-division to the major can be rejuvenating.

G. Regent Strategic Directions

The Regents approved of the updated NSHE Strategic Directions on January 2018. I believe my efforts to embrace these directions are captured throughout this document (with exception to the strategic goal related to research which is more pertinent to DRI, UNLV, and UNR). A brief listing of presidential level goals linked to NSHE follows:

Student Success: Continue to improve state revenue by advocating for adjusting the funding model bit by bit in justifiable ways. Continue to increase enrollments that translate to weighted student credit hours for two reasons: 1) doing so is also an indicator of increasing certificate and degree completion; and 2) so that the TMCC state budget is not eroded because of dips in weighted student credit hour completion. This is a challenge considering that the TMCC completion rates are relatively good.

Access: First, getting the word out about the wide array of affordable program options at TMCC that potential students *can access* is very difficult considering the limited resources available for marketing and public relations. Recent efforts with external stakeholders (Governor's office, KNPB, EDawn) are designed to meet this challenge.



Theoretically, these efforts will entice more residents to attend TMCC and achieve their educational and career goals. Discussions at the NSHE level on this topic are ongoing and good progress is anticipated in the months ahead. TMCC also has a plan to increase access for international students and create linkages between these students and domestic co-cultures (including underrepresented groups). Staff restructure in Fall 2017 supports the integration of International Student Services with the Equity and Inclusion Office to increase the number of international students and diverse domestic students who benefit from these services. The recent opening of the DISCO promotes this goal in a variety of ways including, but not limited to, space for intimate events designed to foster a sense of safety and inclusivity. Having a home for growing our international student population is also important; TMCC's plan is to increase these numbers by about 10% per year.

Closing the Achievement Gap: TMCC met its goal of achieving Hispanic Serving Institution (HSI) status in 2017 and continues to work on the goal of increasing levels of grant and donor funding to support this population. TMCC also continues to expand capacity in its Summer Bridge program, a program that boasts significantly higher graduation rates for its participants. An increased emphasis on tutoring and supplemental instruction will likely also lead to progress.

Workforce: I've set an immediate goal for TMCC leadership to work toward national recognition for the role that TMCC plays in training the workforce for the new economy. This economy is grounded in two broad movements and industries: 1) the movement toward renewable energies in transportation and battery storage (Tesla/Panasonic) and; 2) the logistics and fulfillment industry related to online shopping and delivery. TMCC can also play a much greater role in the economy of hospitality and beginning in Fall 2018, will offer the only Hospitality & Tourism degree in Northern Nevada. My job and ultimate ongoing goal is to maintain and seek resource support for existing programs, including great people and solid funding for space and equipment, while identifying cutting edge programs that we should consider offering. I've tasked the TMCC IAC with helping the college set directions along these lines, Appendix I reflects the related items recently discussed with the IAC.

Research: The NSHE goal related to research is less pertinent to NSHE community colleges than to the NSHE universities and DRI. However, I am very proud of the "IDEA Network of Biomedical Research Excellence" (INBRE) grant program that has been in existence prior to my arrival in the TMCC science department and will continue to support any requests for program expansion. It is a wonderful option for budding scientists, and a great model for additional undergraduate research experiences across varied disciplines at TMCC.

H. Community Partnerships and Connections

TMCC has enjoyed many effective connections with regional partners and continues to create new partnerships with new employers such as Tesla, Panasonic, and Switch. A list of advisory board linkages is attached in Appendix J, this provides a good idea of the extent of these connections.

I was asked and have been an active member serving on three community boards to date, including: EDAWN, KNPB, and High Sierra Industries. Additionally, I've developed excellent relationships with professionals connected to health care, local banking, real estate, and manufacturing sectors. Several of these relationships grow stronger by the month and I look forward to experiencing the good things that we will accomplish together for the college. I also joined the Sparks Rotary Club and hope renewed connections with the Sparks community will improve efforts to provide greater access to TMCC for the Sparks community. I've been a relatively active Rotarian since 2007 and enjoy my new "home" club, Sparks Rotary.

Part 4: OTHER

FAMILIARTY AND PLANNING: A NEW PRESIDENT'S FIRST YEAR WITH TMCC

Goal: Gain familiarity with the internal and external context of TMCC, and craft a good plan based upon people, innovation, strengths, weaknesses, and opportunities.

1) *The people connected to TMCC (faculty, staff, management team, IAC members, Foundation Board members, private donors);*

Self-Evaluation: I connected with hundreds of new faces last year, but have not yet met all 1,200 TMCC employees. I have developed good working relationships with hundreds of faculty, staff, and managers. My outreach with legislators, community members, including the leads of our regional Foundations (Pennington, Redfield, and others) has been positive and ongoing. I look forward to continuing growing and nurturing these new relationships.

2) *Strengths and weaknesses of the organization, including strategic planning efforts and developing an understanding of committee structures and the strengths and weaknesses of these committees;*

Self-Evaluation: A president's role in planning is vital to the success of any institution. Two important plans were completed under my direction and bring the TMCC planning process to a new level. The TMCC Strategic Master Plan (SMP) was completed in Spring 2017 in a shared governance model with the Planning Council, and including a structure to verify outcomes and modify on an annual basis (Appendix D). Additionally, Strategic Enrollment Management (SEM) Plan was completed Spring 2017 (Appendix C).

Self-Evaluation: I've gradually moved committees that I chair to structures that are more decisive and less informational. In the spirit of improving shared governance at TMCC, I've also expanded membership on Planning Council to include the addition of several part-time faculty members (in addition to several full-time faculty) and included Deans and Directors on the President's Cabinet. The Cabinet also includes the Faculty Senate Chair, the SGA President, and the President of the Classified Council. The executive leadership team structure has also changed to a format that is less informational and more collaborative and decisive, often implementing planning efforts during our weekly meetings.

In closing, I believe that public higher education is at a crossroads. The digital age has changed the way faculty teach and students learn. Many faculty have risen to the new opportunities and challenges that have been inspired by this new connected world. Sadly, many have not. Presidents need to lead the conversation around what excellence means in the current educational context. Academic Vice Presidents need to have hard conversations with faculty about teaching styles that no longer work, and with help from their President, share an understanding of what needs to occur so that faculty continue to add high value to the process of learning and degree attainment. In order to do so, TMCC leadership will need support from Regents, the Chancellor, and NSHE staff in inspiring faculty to a new and different standard related to what excellent teaching looks like in a land where easy to digest knowledge is gleaned with a few clicks. This is not a popular position to take, but I think as educational leaders we have an ethical obligation to take it.

Finally, I truly and deeply appreciate the dedication of the periodic review committee. Considering that you have each volunteered your time and energy, I am inspired by your commitment to the important work of TMCC by ensuring good leadership for the college.

Submitted with utmost respect,



Dr. Karin Hilgersom, President
Truckee Meadows Community College