

Thom Reilly, Chancellor, Nevada System of Higher Education

Self-Assessment August 2017 – July 2018

In drafting my self-evaluation for my first year as Chancellor, I have organized this in accordance to the performance criteria established by the Board of Regents for evaluation of the Chancellor. While I attempted to address this in the narrative below, any success or progress made could only have occurred because of a team effort. Without the dedicated work of my Cabinet and their staff, the Presidents, Special Counsel to the Board and his staff, and the Board of Regents, especially Board Leadership, progress in any of these performance areas would not have been possible.

Implementation of NSHE Master Plan Vision and Goals.

One of significant accomplishments I made during my first year as Chancellor is working with the Board, our eight (8) institutions, my Cabinet and the community in establishing a set of five (5) concise, clear, and straightforward strategic goals for NSHE. These goals - 1) Increasing Access to Higher Education; 2) Improving Student Success; 3) Closing the Achievement Gap; 4) Addressing Nevada's Workforce Needs; and 5) Solution – Focused Research – were chosen because they represented the core of what we do. These goals, along with a set of metrics and progress benchmarks, have served as the basis of building our budget and communicating to the Governors' office, legislators, institutions, and the community on how we plan to move the needle on higher education in Nevada. They have also served as a mechanism to communicate expectations to our Presidents on their performance. Performance of NSHE institutions have been captured in a detailed dashboard accessible to the public that measures each institutions progress based on: 1) statewide education, employment, and economic development data; 2) U.S. Department of Education's Integrated Postsecondary Education Data System (IPEDS); and 3) Performance of NSHE institutions relative to peer and aspirational institutions. These goals and metrics will allow for detailed and meaningful dialogue between Regents and Presidents by focusing on one goal at each of our quarterly Board of Regent (BOR) meetings. This will allow for a "deep dive" into the progress and obstacles each institution faces in moving the needle on higher education. This also ensures that the BOR meetings remain focused on our key outcomes and what matters most – our students.

Relations with the Board of Regents.

Communicating with Board leadership and Board members was a primary focus over the past year. I have on-going briefings with Board members before each Board of Regents (BOR) meetings and have attempted to establish communication that is open, transparent, and responsive. I am accessible at all times, open to feedback (positive and negative), and most importantly, following through with requests. I have regularly scheduled meetings with Board leadership with a goal of keeping them informed and involved as well as communication that is informal and frequent. I am usually communicating with Board leadership daily.

Relations with NSHE Institutions.

Since becoming Chancellor, I have established formal monthly (and in some cases bi-monthly) meetings with the Presidents as well as meeting with all Presidents via the Council of Presidents (COP). I have attempted to use these meetings to help problem solve and remove barriers that may be impacting their ability to succeed. Informal contact with the Presidents via email, texts and phone calls are frequent and are avenues that allow me to be accessible to them at all times. I have also spent considerable time on each of the campuses with faculty and student groups. I have formal meetings with both faculty and student leaders to keep them informed of issues and solicit feedback and advice.

Relations with the Executive Branch.

Formal and informal communication has been established with the Governor, his Chief of Staff, State Budget Director and key executive staff members. We have developed a very good working relationship with the Executive Branch and have worked closely on NSHE's budget and a host of other issues.

Relations with the Legislative Branch.

My goal has been to meet individually with every state legislator before the 2019/20 Legislative session starting in January 2019. I have made significant progress towards this goal and have met with well over two thirds of the current legislators.

Administrative and Management System-Wide and Chancellor's Office Responsibilities.

One key function I reestablished was the implementation of annual evaluations for Presidents and Cabinet members, including the identification of individual and institutional goals and objectives. These have not occurred for some time. Each President and Cabinet member has received an annual evaluation for the past year.

I have conducted a successful TMCC Presidential Periodic Evaluation and developed a comprehensive on-boarding process for new Presidents that has been lacking.

I led two very successful and transparent Presidential searches at Western Nevada College (WNC) and College of Southern Nevada (CSN) that entailed working closely with the BOR Search committee leadership, the Search consultant, Legal Counsel for the Board, key Cabinet members, faculty, students, and the Search Advisory Boards. I also engaged in the successful appointments of Acting Presidents for the University of Nevada, Las Vegas (UNLV), WNC and CSN. These appointments involved considerable time on the campuses soliciting feedback and advice on the search process, identifying the ideal candidate, and involving key stakeholders.

Working with our Chief Finance Officer and Board leadership, we have engaged in a very transparent budgeting process beginning in late 2017. This included visits with my Cabinet to each institution, six public BOR meetings on the budget, and consultation with the Governor and his staff and State Budget officer. Our public meetings included individual presentations

from each President, a public ranking by Regents of capital, planning and non-funded formal engagement projects, and a special invitation to state legislators for comments on our budget.

Within the Chancellor's office I have established weekly Cabinet meetings, increased involvement of Cabinet members and their staff in the agenda process and board meetings by having them provide recommendations on all items appearing before the Board. With the assistance of an outside consultant from the Association of Governing Boards for Colleges and Universities (AGB), I worked with the Cabinet and Board leadership on a self-assessment of the Board of Regents and a strategic planning session.

Decision Making and Problem-Solving Abilities.

This past year I spent a significant amount of time addressing operational concerns at UNLV. The issues were significant and challenging – and included structural, management, and legal concerns related to the School of Medicine, the School of Dental Medicine, Police Services, Human Resources, the Thomas & Mack Center, the School of Community Health, the Athletics Department, and other areas. At time, upwards of 80 percent of my attention and the attention of key members of my staff (primarily our General Counsel) were dedicated to these issues. I regularly interacted with the UNLV Administration in a proactive, thoughtful, and forthright manner to promote problem-solving and accountability. My efforts included engaging in management review, root cause analysis, and corrective acting planning. Several “working groups” and other oversight and management structures were established to address these issues. Meaningful progress has been made on each of the issues and I continue to monitor the efforts of System staff and the UNLV Administration to fix the various management and structural issues and to mitigate legal and other risks.

I, along with my Cabinet, have also been engaged in several other examples of problem solving with our other institutions and across the system. A few examples include: 1) Bringing in the consultant, International Association of Campus Law Enforcement Administrators (IACLEA), to recommend how to proceed with police services consolidation in southern Nevada; 2) Addressing issues surrounding Transfer and Articulation by working with the staff and the Board in March 2018 to adopt one of the most aggressive policies in the country, while securing the support of faculty and the institutions (this includes an audit of the articulation agreements and establishing a transfer and articulation ombudsmen); 3) Engaging the Gallagher group (compensation consultant) on a NSHE faculty compensation study to establish both a comparison of faculty and administrative salaries nationwide and develop a much needed methodology going forward; 4) Establishing the Chancellor's Workforce Development Committee to better communicate with industry on workforce needs in Nevada (this has already resulted in the establishment of a single point of contact for industry at NSHE). The Committee membership includes top leaders from the Governor's Office of Economic Development, Department of Employment and Training, Governor's Office of Workforce Innovation, AFL/CIO, Las Vegas Global Economic Alliance, Economic Development Authority of Western Nevada, Northeastern Nevada Rural Development Authority; Workforce Connections ,

and Nevadaworks; 5) Initiating discussions across institutions on nursing and educators around workforce shortages to ensure better coordination and collaboration among NSHE institutions; 6) Convening workgroups on Workday to overcome challenges on specific implementation issues across NSHE.

Relations with External Communities (State, Regional, and National).

Using our newly established goals and metrics, I have been engaged, both individually and in group meetings and presentations, with local, regional, and state communities. These include, but are not limited to, presentations before city councils, K-12 Boards of Education, local and regional Chamber of Commerce's, workforce groups, Rotary Clubs, Latino and Urban Chambers, business leaders, community groups, and educational advocates. I have also participated in interviews with numerous TV, radio and print media and met with newspaper editorial boards.

Worked with the MGM Resorts International to establish the MGM College Opportunity Program to allow MGM employee to enroll in distance education programs at any of NSHE's seven teaching institutions. Providing students access to programs across the entire state of Nevada will send a strong message that the NSHE/MGM partnership exemplifies the state's commitment to significantly improving Nevada's college attainment rate. The program couples the tenets of affordability with the flexibility of distance education. It is anticipated that this partnership will increase the number of distance education offerings at our institutions.

NSHE has increased its presence on Capitol Hill and has ensured the Nevada perspective is incorporated within significant legislative decision points regarding higher education, nationally. We have had substantial meetings with our six Nevada delegates and with leadership in the U.S. Senate and House of Representatives regarding issues such as the reauthorization of The Higher Education Act (HEA) – PROSPER Act, HSI / MSI, DACA, workforce development, NSHE strategic plan goals, challenges in achieving student success, and a host of other issues.

Goals for August 2018- July 2019

Strategic Goals - Ensure that NSHE is engaged in meaningful discussions and movement around our Strategic Goals. This includes identifying obstacles and measurable plans for each institution and having the BOR establish specific targets for each institution around student success (i.e. graduation and persistence rates).

Budget - Working with the Executive and Legislative branches of government to adopt the BOR approved budget and supplemental requests.

Legislature - Work to ensure the BOR are actively engaged in the legislative process and any bills impacting NSHE by having timely, informative, and transparent discussions and action items.

Public Relations - Implement the communication plan and a public relations campaign that proactively and transparently communicates the mission, goals, and successes of NSHE.

Workday - Identify and implement solutions to on-going issues around Workday.

System Commuting Services (SCS) - Review SCS organizational structure and look at how to optimize support at the institutions.

Articulation and Transfer - Implement a seamless process for articulation and transfer among the NSHE institutions.

Workforce Development Issues - Establish more meaningful relations and contacts with industry and our institutions. Develop a specific detailed plan to address in-demand jobs, including degrees and certificates in these areas.

Support for Institutions - Increase the support from the Chancellor's office to each of the Institutions.

Employee Morale - Improve employee morale among the Chancellor's Office.