

Appendix A

INTRODUCTION

On February 19, 2020, Chancellor Thom Reilly convened the first meeting of the Committee formed to assist in the second periodic evaluation of Dr. Karin Hilgersom, President of the Truckee Meadows Community College (TMCC). The Committee was chaired by BJ North, Executive Vice President of Plumas Bank. The Committee included John Thurman, CEO of Nevada Works, Micaela Rubalcava, TMCC Professor of Education, and Sabra Smith Newby, Reno City Manager.

The Committee had an opportunity to review President Hilgersom's self-evaluation and interviewed her on March 5, 2020. The Committee again met with President Hilgersom at the conclusion of the process on April 10, 2020 to share information gathered through the process. Also in attendance at these meetings were Nate Mackinnon, Vice Chancellor for Community Colleges, Sherry Olson, Director of Human Resources for Nevada System of Higher Education and Jennifer Schultz, Process Facilitator and Director of Human Resources at the Desert Research Institute.

As part of the evaluation, the Committee collected input from a number of individuals and groups. The Committee members conducted over fifty interviews with President Hilgersom's direct reports, community members, presidents of other Nevada System of Higher Education (NSHE) institutions, TMCC faculty, and classified staff. The Committee also conducted an open forum at TMCC to collect the feedback from administrators, faculty, classified employees and students with more than 60 participants. In addition, the Committee also met as a group with the members of the NSHE cabinet.

In addition to interviews, the Committee received and reviewed a number of written evaluative tools, including the results of a survey approved by NSHE and distributed to members of the faculty.

All the above information has been incorporated into this report to both the Chancellor and Board of Regents.

PRELIMINARY MATTERS

The Board of Regents has adopted a series of performance metrics contained in Chapter 2, Section 2 of the *Nevada System of Higher Education Procedures and Guidelines Manual* to assist in the evaluation of all NSHE Presidents. In her self-evaluation, President Hilgersom addressed each of the metrics and has provided complementary data to support these metrics.

This report will begin by an evaluation of President Hilgersom's performance, as measured by the Board of Regents metrics. We will then expand this evaluation by drawing on the collective information we have gathered from all sources during the process of our investigation/interviews.

APPLICATION OF THE BOARD OF REGENT'S PERFORMANCE METRICS

1. Fundamental Productivity

a. Academic Completion—Student Success

The Board of Regents have established three metrics to judge progress in the area of Academic Completion—Student Success, as provided in the *Nevada System of Higher Education Procedures and Guidelines Manual*. These metrics include graduation rates, total number of degrees and certificates awarded, and year to year persistence rates. Each of these metrics are analyzed below.

Graduation Rates have steadily increased in the three years since President Hilgersom joined TMCC, from 28% in FY17 to 30% in FY18 and 31% in FY19. These improvements are in keeping with the goal of 1-2% improvement per year to reach President Hilgersom's goal of 36% graduation rate.

Total Number of Degrees and Certificates Awarded rose sharply in 2018. The total number of certificates awarded in 2018 increased to 198 certificates, representing a 30% increase over 2017. Likewise, the number of Associates Degrees climbed in 2018, reaching 1,385 degrees that represented a 9% increase over 2017. For 2019, 2,478 degrees and certificates were awarded. Additionally, IPEDS graduation rate for first time, full-time degree seeking fall cohorts is 31%, an increase of 1% from the prior period.

Year to Year Persistence was not demonstrated for years subsequent to 2017. The Integrated Postsecondary Education Data System (IPEDS) graduation rate of full time degree-seeking students dipped in 2016 (prior to President Hilgersom's employment), but recovered to reach 65% in 2017. Part-time degree seeking student retention was 45% in 2017 a 1% various from 46% in 2016. When President Hilgersom prepared her self-evaluation, the 2018 to 2019 data was not available. It has since been reported and reflects 66% (for full-time IPEDS cohort), 45% (for part-time IPEDS cohort), 57% (for All full-time), 45% (for All part-time).

b. Enrollment—Student Access

The Board of Regents have established two main metrics to judge progress in the area of Enrollment—Student Access, including enrollment figures and progress with critical underserved populations. Progress in these two metrics are presented below.

Enrollment metrics are presented in two measurements: Full Time Equivalent (FTE) enrollment and Head Count enrollment. Overall, the trend in enrollment in both metrics has been declining since FY16, prior to President Hilgersom's employment. FTE enrollment declined 5.5% in FY17, and another 1.9% in FY18. Reversing the trend, FY19 brought a very slight increase of .3% FTE enrollment for a total of 5,761 FTE students. The Head Count statistics experienced a similar trend, declining 3.7% in FY17, 1% in FY18, and then increasing a very slight .65% in FY19 for a total of 10,956 students in the Head Count.

It is understood that enrollment rates are greatly influenced by factors outside of the control of TMCC. The enrollment rates presented here occurred during a time of historically low unemployment, which research suggests correlates to declining 2-year college enrollment. President Hilgersom noted that the 2019 enrollment increase can be attributed to TMCC's focus on increasing dual credit enrollment in Washoe County.

Progress with critical underserved populations was evident in both the metrics provided to the Committee as well as the interviews conducted by Committee members. President Hilgersom consistently received very high marks in the area of diversity and inclusion. Several interviewees noted the achievement of Hispanic Serving Institution (HSI) in the fall of 2017, and President Hilgersom's consistent message of increasing diversity in the student body as well as the faculty. Several interviewees noted the President's support of campus groups aimed at supporting increased diversity on campus as well. TMCC has submitted a Title III TRIO grant, which would allow TMCC to scale up several existing programs and services to serve an additional 140 students. President Hilgersom's vision to bring collegiate soccer to TMCC was also widely credited with increased enrollment and retention of students in critical underserved populations.

Also notable in the area of diversity and inclusion, President Hilgersom is credited with the rebirth of the International Student program at TMCC. The International Students program has seen strong growth, especially in the Costa Rica and Japan programs. This program experienced an 85% increase in participation from Spring 2019 to Spring 2020. In addition, the 100,000 International Strong Grant enabled a reciprocal 3-week Peruvian exchange of TMCC and Peruvian students.

c. Grants/Contracts/Special Events/Research and Development/Gifts

The Board of Regents has established a number of metrics in order to properly measure progress in the areas of grant, gift, and contract funding to institutions. These metrics include measuring the income from grants and contracts, special events, research and development, and gifts.

Currently, TMCC has \$1,813,760 in **private and foundation grants** under management, and had received \$483,534 in grants during the last quarter of 2019. Still outstanding at time of review were grant applications totaling \$2.8M.

This year, President Hilgersom also created a new position to be shared between the Foundation Office and the TMCC Marketing and Communications Office. One of the goals of the position is to develop an annual TMCC fundraising event. TMCC held the "Beatles and Beer" fundraiser in October 2018, which generated \$22,000 for the Culinary and Visual & Performing Arts programs.

Several interviewees remarked that President Hilgersom had been very successful in her pursuit of grants from various foundations. It was noted that the TMCC Soccer Facility was due

in large part to President Hilgersom's success in achieving grants to support the project. It was also noted that, although paused, her efforts to develop the EastView facility through fundraising were laudable.

One of President Hilgersom's goals has been to increase scholarship support by 10% annually. This goal has been achieved in the last several years, with the current trend for FY20 suggesting scholarships will exceed \$900,000.

2. Institutional Well-Being and Management Effectiveness

Dr. Hilgersom is TMCC's biggest advocate and has changed TMCC's perception within the community. She is heavily involved in the TMCC community and can be seen throughout the campuses by administration, faculty, and students. Dr. Hilgersom is also involved with the greater Reno-Sparks/Northern Nevada community, serving on multiple boards and meeting regularly with other educational institutions to forge new programs and pathways for students.

Many people commented positively on President Hilgersom's open door policy which allows anyone and everyone (students, staff, and faculty) access to the Office of the President. This is a positive change from past presidents. That said, some interviewees expressed a perception that concerns brought to the President were not always given full consideration or that it seemed as if a decision had already been made. Others expressed that their concerns or suggestions did not appear to be incorporated into the outcome. In order to address this concern, President Hilgersom should work on increasing her efforts to demonstrate active listening when hearing the concerns of TMCC team members.

Moreover, Hilgersom created the Joint Executive Board, so that faculty senate leaders and the executive leadership team can work to resolve issues proactively. Faculty Senate leaders meet with the L-team monthly, and the president also meets monthly with the Faculty Senate Chair and Vice Chair. However, communicating the collaborative success of this work needs improvement, as it appears that the faculty-at-large are not informed of progress resulting from this new meeting structure and Hilgersom's sincere desire and willingness to practice shared governance and collaboration in most areas of campus operations. She seeks input, has expanded faculty membership on key committees, and works to gather input from stakeholders so that final decisions benefit the institution as a whole.

President Hilgersom continues to enhance her desire to seek input and build collaboration. As she moves forward, it is important that her openness to other's view-point is embraced and demonstrated. Resulting in improved outcomes with the faculty.

As mentioned, President Hilgersom is passionate about TMCC, and this is most recognized with her significant work in diversity and inclusivity. In the Periodic Presidential Evaluation Faculty

Survey (Faculty Survey) conducted in Spring 2020, 74% of respondents agreed that President Hilgersom was effective at promoting diversity on campus.

President Hilgersom has brought programs and awareness to the areas of diversity and inclusion by designating areas for groups to meet, promoting attendance by being present for meetings, and bringing new and exciting projects to the campuses. Under her watch the library has been transformed into a Learning Commons (\$3 million renovation, Phase 2 completed 2019), and the student-inspired athletic field, soccer teams, and Fitness Center are completed initiatives. These common areas compliment the DISCO (an “Equity and Inclusion” space completed by Hilgersom two years after her arrival). These help to make campus life at TMCC more all-encompassing and more than just traditional classroom learning. Diversity is clearly one of President Hilgersom’s areas of focus, and where she has achieved great advancement. Some interviewees perceived that President Hilgersom’s Office of the President and trusted advisors lack gender diversity. As such, there is an opportunity to better demonstrate her commitment to diversity in the future by specifically increasing gender diversity within the Office of the President. To implement this initiative, President Hilgersom will share her vision of diversity for the President’s Office and trusted advisors with the screening committee. This committee is responsible for the selection of the candidates that are forwarded to the President for consideration.

One theme that surfaced through both survey results and interviews was an apparent schism between academic and administrative faculty. The Nevada System of Higher Education sent out 175 surveys to Academic Faculty. The response from the Academic Faculty this year was lower than the response in the previous year. In 2020, 66 Faculty responded to the NSHE survey compared to 91 faculty responses in 2018 out of 175 surveys sent to Faculty. The Faculty Survey, 73% of administrative faculty agreed that the President was effective in promoting camaraderie on campus, compared to 44% of academic faculty in agreement. Similarly, 82% of administrative faculty agreed that President Hilgersom is effective at communicating with the campus community, while 53% of academic faculty agreed. When asked whether the President effectively administers and follows up on appropriate issues and concerns, 67% of administrative faculty agreed while 36% of academic faculty agreed. This disparity in response was also supported by some responses in the interviews conducted by committee members.

Being a President of an institution of higher education often involves balancing the interests of disparate constituencies. This is made more difficult when the interests of the various constituencies diverge. It is clear that President Hilgersom has significant support from administrative faculty, but she needs to continue to improve upon communication with the academic faculty. It is important to note that a number of contributing factors regarding this schism were brought to light during the interview process. First, interviewees discussed the existence of a small but vocal group of academic faculty, who may possess intractable positions of opposition to the initiatives President Hilgersom puts forward. Another contributing factor that was raised among committee members concerned President Hilgersom’s recent concerted efforts to boost workforce, health career programs, and student activities, including apprenticeships and extracurricular events. This emphasis, it was hypothesized, could have created a perception of less support for faculty not in these two areas of the college (example:

Liberal Arts). Although the challenges of providing effective responses to a group of disapproving faculty are great, the committee recommends that Hilgersom continue to make a concerted effort to seek their voices and build a stronger rapport.

3. Institutional Relations to External Communities

President Hilgersom has built strong connections to the local community and is continually promoting TMCC by her physical presence at internal and external events. During 2018 and 2019, Dr. Hilgersom's attention has been focused on expanding business and industry partnerships to include tech companies, such as, Apple, Switch, Tesla, Panasonic, and the Reno-Tahoe Industrial Center, to create new programs to meet the business and industry needs as well as "retool" the skill sets of current workers. TMCC has experienced great success in this area. The Faculty Survey similarly supported President Hilgersom's community involvement and advocacy. Almost 62% of respondents agreed that the President is effective at fostering collaborations with local community partners. Likewise, almost 73% of respondents agreed that the President effectively presented a positive image of Truckee Meadows Community College to the general public.

TMCC has experienced expansion in the apprenticeship program and opened a state-of the-art Industry 4.0 lab in October 2018. Applied Technology faculty continue to improve pathways and update curriculum to meet industry needs and provide accessible lab space for student use. Applied Bachelor's Degree efforts include:

- Logistics Operation Management
- Emergency Management/Homeland Security
- Cyber-Physical Manufacturing (New, 2019)
- Career and Technical Education Leadership (Fall of 2020)

President Hilgersom has a passion to meet the need for nurses in our community. She supports and has advocated for the Nursing Faculty's work to develop a Bachelor of Science Degree in Nursing (BSN) program which is much needed to meet the demands of the community TMCC serves. President Hilgersom continues to reach out to other members of the higher education system, to create a pathway to make this reality. This would allow current nursing students to stay at TMCC and achieve a Bachelor of Science in Nursing (BSN) degree, where currently many must leave the area.

Much of President Hilgersom's energy and expertise has been meeting the needs of the community and providing students with opportunities to programs to prepare them for the current jobs, but more importantly the jobs of the future. Many of these jobs do not require the same skills or curriculum of the traditional college course offerings. While helping to build the community's workforce through certified and non-traditional programs, she has not lost sight of her academic faculty and enhancing traditional programs to further student success. She recognizes the blending of both workforce program skills and traditional academics is the key to student success and is the future of Nevada.

Technology continues to change the environment. The age of Robotics and AI is changing how the world works and is changing the behavior of the human-race at a rapid pace. All institutions are facing faster and greater change than ever before and this can be difficult.

4. Achievement of Strategic Goals

Access: President Hilgersom successfully meets the Regents' access goal both externally and internally. Through intentional leadership, President Hilgersom has expanded external stakeholders' access to TMCC. She effectively and consistently communicates the TMCC story publicly, "putting TMCC on the map." "She is everywhere," recently giving a TEDx talk and presenting with Regent Carol Del Carlo at the National ACCT Leadership Conference. She has participated as a panelist for the Reno Chamber of Commerce, Northern Nevada Women Lawyers Association, and in Northern Nevada Business Weekly Environment and Sustainability meetings. Dr. Hilgersom participates in the community as an EDAWN board member. She serves as iCelerate Board Chair. She is a PBS Reno board member, a Second Nature National steering committee member, and a Sparks Rotary Club member.

Internally, President Hilgersom has increased diverse student access to TMCC. Student enrollment, persistence, and completion metrics are up. She has overseen a rapid growth of high school student attendance to create a cost-effective pathway for university transfer. Her leadership has been characterized as "student-centered." For example, she personally supports students by taking the time to talk with students in hallways and campus centers. She is visibly present on campus at student events, supporting SGA activities, going to art openings, attending performances, and cheering at sport events. President Hilgersom always attends welcome activities at each campus where she enthusiastically greets students starting each new semester. President Hilgersom completed the Learning Commons to increase access to academics through study halls, expanded tutorials, and improved interactions with librarians. Additionally, in an attempt to make progress on the ratio of 1000 students to every advisor, President Hilgersom moved toward the goal to allocate 350 students to every advisor. Resulting in getting more faculty to advise by offering support for the time to meet with students.

With regards to diversity and international student access, President Hilgersom effectively developed TMCC's HSI status, overseeing increased Latinx student enrollment to over 32%. She promotes holistic Latinx student engagement. An example of this is the soccer field and a competitive soccer program. Additional programs demonstrating diversity and international student access are seen with President Hilgersom's involvement with the Men of Color program, the Students of Color mentorship program, and the Faculty of Color committee. She champions the Justice-Involved Vocational Education (JIVE) program to support student reintegration. She attends events and office hours in the DISCO Center to show her advocacy of diversity and inclusion. Moreover, President Hilgersom continues to expand the international student program. For example, she facilitated an exchange program with Peru and conducted outreach in Costa Rica.

With respect to strategic goals, one of the themes that emerged through the interview process was that President Hilgersom's passion and incredible drive for innovation and change can sometimes lead to what might be perceived as a lack of strategic direction. In the few years she has been President, she has successfully completed a number of large projects. In speaking with President Hilgersom, she acknowledged that she has recently scaled back on the number of ambitious projects in the queue, in order to focus more wholly on their completion. President Hilgersom should reinforce her current efforts to strategically plan out the initiatives and projects that she plans to undertake, and communicate effectively her priorities for completion.

Workforce: President Hilgersom is highly engaged in workforce development by participating actively in industry and professional organizations, such as mentioned above in her role as a panelist for the Reno Chamber of Commerce and Northern Nevada Women Lawyers Association, and Northern Nevada Business Weekly Environment and Sustainability meetings. Also mentioned above, she is a member of the EDAWN board, iCelerate Board Chair, PBS Reno board member, Second Nature steering committee member, and is a Sparks Rotary Club member. Her passion for workforce development is shared with Governor Sisolak and the Board of Regents. Moreover, TMCC now offers the only Hospitality and Tourism degree in Northern Nevada. Furthermore, she has initiated apprenticeship programs in manufacturing and health careers. She has actively developed the Redfield Health Science programs and expanded the Meadowood campus.

Community Partnerships and Connections: President Hilgersom advances the Regents' community partnerships and connections goal by leading the engagement with non-profit partners including, but not limited to, The Children's Cabinet (basic carpentry program), the Homeless Youth Count, the Eddy House (staff help and donations to youth), and the TMCC notebook/Rotary project that encourages youth from several low-income schools to think about college at a very young age. These are leveraged partnerships, designed to increase access to public higher education through TMCC. For instance, she was able to secure funds from an unusually large donor recently. Because she is everywhere, setting up lunches with donors and attending evening events, she is a consistent and passionate spokesperson for the College in the community and region. The money she raises by telling the TMCC story goes not only to capital projects, but also to Faculty Innovation Grants that support faculty-led initiatives and professional development. Furthermore, President Hilgersom worked to get TMCC to be 100% supported by Green Energy. As such, TMCC has been recognized by the U.S. Department of Education as a Green Ribbon School, which shows support for sustainability within the community as connected to the world.

CONCLUSIONS REGARDING REGENT'S METRICS

Success: President Hilgersom has successfully achieved the outcomes of success as set forth by the Board of Regents in Chapter 2, Section 2 of the Nevada System of Higher Education Procedures and Guidelines Manual. These outcomes include success in increasing metrics in graduation rates, numbers of certificates and degrees conferred, persistence rates, and overall enrollment. President Hilgersom has also received high marks in advancing student diversity,

including the establishment of a new soccer program in the Fall of 2019 that brought a steady flow of Latinx families onto campus. Increasing high school student enrollment has also boosted TMCC enrollment and provided a pathway for students into higher education. Moreover, she supports academic achievement by improving student persistence and program completion with proactive services and aspirations, continually communicating a strong inclusion vision. President Hilgersom participates actively in regional industry, professional organizations, and fundraising routines to maintain a high profile in daily community connections. Thus, President Hilgersom is notably student-centered and accessible with open office hours and frequent newsletters, displaying “determined follow through” on “enthusiastic” diversity innovations to grow TMCC.

OTHER CONSIDERATIONS

President Hilgersom demonstrates a sustained passion for advancing the community college mission within her community and throughout the state of Nevada. Dr. Hilgersom recognizes that being present and active in the community is a critical element to drive the mission of the college and reinforce student access and success. She actively collaborates with other college presidents, offering and seeking advice as a collaborative peer.

Internally, President Hilgersom has implemented multiple new communication mechanisms to enhance faculty and staff engagement and the shared governance model. Examples include a collaborative approach to TMCC strategic planning, the launch of the “In It Together” campaign where faculty voted on organizational values and faculty participation in workshops designed to develop action strategies to promote an inclusive culture. The 2019-2020 theme of “Community” resulted in greater faculty participation in student and faculty success. For example, the implementation of inter-disciplinary learning communities such as FREE (Faculty for Radical Empowerment and Enlightenment).

President Hilgersom’s passion is driven by student success. This drive, enthusiasm and energy has been identified as her greatest strength. At times, this passion makes a few, select audiences perceive her communication style to be an area for improvement. President Hilgersom has the opportunity to further consider her various audiences and tailor messages, as appropriate.

President Hilgersom is known for her open-door policy and accessibility to all. With this leadership style, comes considerable feedback and input into decision making from a variety of sources. President Hilgersom also brings 30+ years of knowledge and experience to institutional decision making. She could enhance her perceived listening skills by ensuring she follows-up with the appropriate stakeholders as to why decisions are made and by providing some insight into the decision process.

SUMMARY AND CONCLUSIONS

Even with high marks in many areas, all leaders have room for growth to improve their effectiveness and outcomes for their organizations. Where the committee determined there were some areas for personal growth, they have been noted in this report. To summarize, they include:

- Improving upon listening skills by adding a follow-up step that brings closure to decisions. Increasing her active listening skills and pursuing collaborative problem-solving with those who bring issues before her and add a follow-up step that brings closure to decisions.
- Focusing more on sharing the reasons “why” behind decisions to allow stakeholders a deeper understanding of how and why decisions are made. By communicating the “why” more, stakeholders will know they were heard, and this will help them become engaged in a collaborative process.
- Strengthening her relationship with the academic faculty so that they feel heard and appreciated.
- Continuing to pursue diversity and inclusion at TMCC, and work with screening committees to forward stronger candidate pools to the Office of the President;
- Strategically pursuing initiatives and projects of importance to TMCC as well as the Regents, and effectively communicating college-wide strategies designed to see initiatives and projects reach fruition.

President Hilgersom’s achievements have been recognized by her peers, community leaders and the internal population of the college. They can be summarized as follows:

- Her success has contributed to new partnerships with international companies which has allowed her to bring new programs to the college to meet the job skills and workforce gap needed for businesses and industry to thrive in our community.
- She has taken risks and led the discussion to bring sports to the college and to expand the international student program. These programs were not supported by some of the internal campus stakeholders, but were support by the students. The students wanted it, and she was able to obtain the support of the Board of Regents and the Chancellor. Through these programs she has been able to increase the number of international and Latinx student enrollment, as well as bring families to the college. This was also one of the gateways created to increase awareness and focus on diversity.
- Throughout the interviews there was a noticeable trend that characterized President Hilgersom’s leadership in the community and as president of TMCC. Innovative,

passionate, student-centered, energetic, caring and a risk taker were given when participants described her style and character.

- In-all, participants gave President Hilgersom “high marks” in her performance, a large majority commenting that she is the best president that TMCC has had in years. As presented in this report she has met the metric goals set by NSHE, she is recognized by her peers and both internal and external community members as “The Face of TMCC” and credited with putting TMCC “back on the map”.
- Innovation, passion, and enthusiasm, are some of President Hilgersom’s strengths of a leader, these same strengths can also impact the effectiveness of a leader and the implementing team, if there is not clarity and if too many projects are being brought forward without proper vetting. President Hilgersom identified this in her self-evaluation as an area that she will continue to develop.
- Another consistent trend identified throughout the process is the innovative, passionate and energetic style President Hilgersom displays when she is communicating or promoting a project or program that she deeply believes in. As she continues to develop as a strong leader, being present and engaged with each specific audience is critical. President Hilgersom should continue to tell the story in an open and persuasive manner to engage each audience to increase buy-in.

Throughout the process, the committee witnessed passion and enthusiasm on all spectrums regarding President Hilgersom’s performance. It is evident that she is highly respected in the community, by both business leaders and her peers. President Hilgersom’s work at TMCC is highly valued by both internal and external stakeholders. In this fast-changing world, her passion and innovation are needed to prepare the college and students for future jobs and to ensure the vitality of the community. Being a change agent is both hard and exhilarating. The committee believes President Hilgersom is the right person to continue to lead TMCC into the future.

Therefore, it is the recommendation of this committee that President Karin Hilgersom’s current contract be renewed for 3 additional years.

Respectfully submitted by BJ North, Evaluation Committee Chair, on behalf of the four-person evaluation committee.