

The seal of the Nevada System of Higher Education is a large, faint watermark in the background. It is circular with a double border. The outer border contains the text "NEVADA SYSTEM OF HIGHER EDUCATION" at the top and "1865" at the bottom. The inner circle features a central emblem with a building, a sunburst, and the motto "OMNIA PRO PATRIA".

Nevada System of Higher Education

The Board of Regents' Ad hoc Strategic Planning Committee

Dale A.R. Erquiaga
Acting Chancellor

November 18, 2022

Work to Date

- Listening Sessions and Task Force reports compiled and presented.
- In September, the Committee gave direction to staff to proceed with certain aspects of a strategic planning framework in an expedited manner, without completing a full plan.
 - Vision, Values, Targets and any cross-functional items to be developed now
 - Strategies, Objectives & Tactics to follow in 2023

Work to Date

- Staff did some preliminary work on the expected deliverables for today's meeting. We then surveyed (and will be sharing rankings from) these groups:
 - Council of Presidents
 - Faculty Senate Chairs
 - Classified Employee Council
 - Nevada Student Alliance
 - Chancellor's Cabinet
 - IDEA Council (Campus Diversity Officers)
 - Former Chancellor's Strategic Planning Advisory Committee (community members)
- Staff is mapping the strategies found in institutional plans and those recommended through Listening Sessions and Task Forces, to be used later in 2023.

Status Update

- The Chancellor's Office developed:
 - Draft vision statements for Committee consideration
 - A list of values for Committee consideration
 - Recommended language to update the Closing the Achievement Gap goal
 - A recommendation for a new “system-ness” goal
 - Recommended Target Outcomes for each of the five existing goals
 - Two “Performance Imperatives” identified for work in the next 12 months
- The Chancellor's Office is **not**:
 - Recommending any changes to the Mission Statement
 - Recommending strategies, objectives, and tactics for the implementation of the goals

Mission Statement (NO CHANGES)

The mission of the NSHE is to provide higher education to the citizens of the state at an excellent level of quality consistent with the state's resources.

It accomplishes this mission by acquiring, transmitting, and preserving knowledge throughout the region, nation, and world.

The System provides an educated and technically skilled citizenry for public service, economic growth and the general welfare, contributes to an educated and trained workforce for industry and commerce, facilitates the individual quest for personal fulfillment, and engages in research that advances both theory and practice.

Board of Regents' *Handbook*, Title 4, Chapter 1, Section 1

FOR APPROVAL TODAY

- Vision Statement
- Values
- Revised language for “Achievement Gap” goal and other word-smithing edits
- One new System-level goal
- Target Outcome Statements
- Performance Imperatives

Vision Statements: PROPOSED

- *A system for life-changing opportunities.*
- *Life-changing opportunities for all.*
- *One system serving one state.*
- *One system. Worlds of opportunity.*
- *Serving the world through realized potential.*

Vision Statements: RANKED

1. *One system. Worlds of opportunity.*
2. *Life-changing opportunities for all.*
3. *A system for life-changing opportunities.*
4. *One system serving one state.*
5. *Serving the world through realized potential.*

ACTION FOR THE COMMITTEE:

Select the vision statement that reflects the aspirational desired end state and overarching objective of NSHE.

(Existing are Vision, Collaboration, Accountability)



Top Ten Values (unranked)

- *Accountability*
- *Collaboration*
- *Diversity*
- *Engagement*
- *Equity*
- *Excellence*
- *Inclusion*
- *Innovation*
- *Integrity*
- *Vision*

VALUES (ranked)

1. *Equity*
2. *Excellence*
3. *Collaboration*
4. *Innovation*
5. *Accountability*

ACTION FOR THE COMMITTEE:

Select the values that best indicate the guiding principles and philosophy of the System as the state's provider of higher education.

EXISTING GOALS (edits recommended)

- Increase **Access** to Higher Education
- Improve Student **Success**
- Close the ~~Achievement Gap~~ **Institutional Performance Gaps**
- Address Nevada's **Workforce** Needs
- **Increase** Solution-Focused **Research**

ACTION FOR THE COMMITTEE:

Consider approval of technical and clarifying revisions to the Board's current strategic goals.

NEW GOAL: System-ness

- *Enhance the Board's ability to ensure System coordination, accountability and transparency.*
 - Based on the existing Mission Statement
 - Addition of “transparency” is important (recommend Handbook amendment in 2023)

ACTION FOR THE COMMITTEE:

Consider approval of the additional strategic goal.

TARGETS/OUTCOMES: Existing but Narrowed

ACCESS: Increase the percentage of Nevadans participating in post-secondary education, especially traditionally underrepresented groups.

SUCCESS: Improve completion, persistence and graduation rates.

GAPS: Increase the number of degrees and certificates conferred to traditionally underrepresented groups.

WORKFORCE: Increase degree and certificate completion for in-demand fields.

RESEARCH: Increase research funding and expenditures.

COORDINATION, ACCOUNTABILITY & TRANSPARENCY: What's the metric?????

NOTE: If the Committee concurs, staff will provide updated metrics (percentages/numbers) on a 5-year timeline for full Board approval.

Performance Imperatives

In addition to the Strategic Goals that inform institutional plans, several cross-cutting topics surfaced during the Listening Sessions and Task Forces.

The Acting Chancellor and Cabinet recommend two areas as being imperative for success:

- Who we want to be.
- What we need to succeed.

Performance Imperatives (suggested)

1. The System must have comprehensive demographic data and publicly-stated diversity and equity goals for the hiring and retention of the leadership, faculty, and staff who can better serve our students.
2. The System must have adequate funding, equitably distributed, to support all students and institutions.

NOTE: These are essential to System and Institutional sustainability and success. They impact all the Goals. For each Imperative, the Chancellor will be charged with adding tactics and reporting mechanisms in consultation with the appropriate parties. The Chancellor will provide quarterly updates to the Board.

ACTION FOR THE COMMITTEE:

Consider approval performance imperatives that support the work of the System as whole.

NOT FOR APPROVAL TODAY

While we are not yet establishing strategies, here are some examples of things we may wish to consider in 2023:

ACCESS

- Develop a long-range plan for online course delivery.
- Expand dual credit programs in high schools.

SUCCESS

- Build an early-warning system and identify difficult courses that impede persistence.

GAPS

- Increase student support services for non-traditional students and PELL-eligible students.
- Provide equity set asides to reduce student registration fees.

WORKFORCE

- Position NSHE as a thought leader in the Future of Work.

RESEARCH

- Build an inter-institution research agenda around 2-3 topics.

NEXT STEPS

- Committee recommendations will be compiled into a Strategic Planning document for approval by the full Board in 2023.
 - We will add metrics for the Target Outcomes.
- Changes to the Handbook to align this planning framework, the proposed revisions to the roles of the chancellor, and updated language (i.e. replacing the term “Master Plan”) will also be brought to the Board in 2023.
- Staff’s compilation of strategies learned during this process will be shared with the Council of Presidents.
- We will also celebrate a little that we got this done!