

# BOARD OF REGENTS BRIEFING PAPER

**1. AGENDA ITEM TITLE: Strategic Planning and the NSHE Master Plan**

**MEETING DATE:** February 3, 2023

**2. BACKGROUND & POLICY CONTEXT OF ISSUE:**

In 2022, the Board appointed an ad hoc Strategic Planning Committee to work in tandem with the former Chancellor on updating the NSHE for 2018-2021. Over the course of the year several listening sessions were held. In addition, several task forces met to make recommendations on key issues. In August 2023, the Acting Chancellor began to collect the information from these various sources and brought the Board's ad hoc Committee several recommendations to finalize the plan in a truncated model, honoring the work that had been done and providing needed updates. The purpose of the new planning framework, adopted at the final meeting (November 2022) of the ad hoc Committee and approved by the Board on January 12-13, 2023 in the minutes of the final meeting, was to have new language in time for the legislative session and chancellor search process.

The framework is not complete. The ad hoc Committee charged the Acting Chancellor with establishing targets to align with progress metrics. It is clear these targets will take more time to set, and they must be set in collaboration with the Presidents and institutions. For example, targets for graduation rates exist through 2025 and will need to be updated. While that work continues over this year, however, the framework can still be adopted as the NSHE Master Plan provided for in the Board of Regents *Handbook (Title 4, Chapter 14, Section 3)*. That document serves as the "umbrella" for the eight institutional plans, as well as the milestone document used by the Board to support and guide the System as a whole.

The Acting Chancellor and staff will provide regular updates to the Board on the target-setting work, as well as on the performance imperatives and initiatives outlined in the framework. It is anticipated that a new Chancellor will use this document as the basis for a renewed planning effort in 2024 and beyond. In addition, upcoming technical and language corrections to the *Handbook* will be recommended to the Board in order to align all documents with the same verbiage.

**3. SPECIFIC ACTIONS BEING RECOMMENDED OR REQUESTED:**

Approve the strategic planning framework as the NSHE Master Plan

**4. IMPETUS (WHY NOW?):**

Legislative Session and the Chancellor Search Process will both benefit from clear expression of the System's plan.

**5. CHECK THE NSHE STRATEGIC PLAN GOAL THAT IS SUPPORTED BY THIS REQUEST:**

- Access (Increase participation in post-secondary education)
- Success (Increase student success)
- Close the Achievement Gap (Close the achievement gap among underserved student populations)
- Workforce (Collaboratively address the challenges of the workforce and industry education needs of Nevada)
- Research (Co-develop solutions to the critical issues facing 21<sup>st</sup> century Nevada and raise the overall research profile)
- Not Applicable to NSHE Strategic Plan Goals

**INDICATE HOW THE PROPOSAL SUPPORTS THE SPECIFIC STRATEGIC PLAN GOAL**

Updates and adds language to delineate the Board's vision.

**6. BULLET POINTS TO SUPPORT REQUEST/RECOMMENDATION:**

A year-long process got us to this point.  
Time is of the essence with the Legislature and Chancellor Search beginning.  
Language is modernized and new focal points are added.  
Provides direction to the Acting Chancellor to continue to work on targets.

**7. POTENTIAL ARGUMENTS AGAINST THE REQUEST/RECOMMENDATION:**

None have been presented.

**8. ALTERNATIVE(S) TO WHAT IS BEING REQUESTED/RECOMMENDED:**

Use the old language for Session.

**9. RECOMMENDATION FROM THE CHANCELLOR'S OFFICE:**

The Chancellor's Office recommends approval.

**10. COMPLIANCE WITH BOARD POLICY:**

X Consistent With Current Board Policy: Title # 4 Chapter # 14 Section # 3

Amends Current Board Policy: Title # \_\_\_\_\_ Chapter # \_\_\_\_\_ Section # \_\_\_\_\_

Amends Current Procedures & Guidelines Manual: Chapter # \_\_\_\_\_ Section # \_\_\_\_\_

Other: \_\_\_\_\_

X Fiscal Impact: Yes \_\_\_\_\_ No X

Explain: \_\_\_\_\_

# NSHE Master Plan

Strategic Planning Framework for 2023-2030

Presented February 3, 2023



# The Master Plan

Pursuant to the Regent's Handbook, the NSHE Master Plan establishes goals, targets, and philosophical directions for the future of all higher education institutions within the NSHE.

Each NSHE institution shall have an institutional strategic plan that clearly reflects the overarching goals of the System plan.

- Institutional strategic plans and mission statements for each NSHE institution are presented for consideration to the Board of Regents at least every seven years and will cover a planning period of up to seven years.
- Institutional strategic plans must align with and support the Board's strategic plan and goals and must include metrics with corresponding targets that will measure progress towards achieving the institution's goals.



# Mission

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.



# Vision

“One system. Worlds of opportunities.”



# Values

## In serving the students who come to us for postsecondary education...

- We strive for **Equity** in access and outcomes for all.
- We pride ourselves on **Excellence** in our work.
- We work in **Collaboration** across teams, institutions, and communities.
- We recognize that **Innovation** improves our ability to serve.
- We expect **Accountability** from all – leadership, faculty, staff, and students.
- We embrace a culture of **Inclusion** where every individual belongs.



# Goals

- Increase **access** to higher education.
- Improve student **success**.
- Close institutional performance **gaps**.
- Meet **workforce** needs in Nevada.
- Increase solutions-focused **research**.
- Ensure system **coordination, accountability, and transparency**.





# Performance Imperatives

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~~ **best** serve our students.
2. The System must have adequate funding, equitably distributed, to support all students and institutions.



# Progress Metrics: Benchmarked and Reported Annually

- Number and percentage of Nevada population enrolled at an institution of higher education (public and private).
- Number and percentage of Nevada high school students who continue to post-secondary education (public and private).
- FAFSA-reported income data for enrolled students
- Completion, persistence, and graduation rates.
- Number and percentage of Nevadans with a post-secondary credential.
- Enrollment of traditionally marginalized populations.
- Number of degrees and certificates conferred to traditionally marginalized populations.
- Availability of workforce development programs for in-demand occupations.
- Degree and certificate completion for in-demand fields.
- Number of research projects addressing Research Priority Areas identified in the NSHE Science and Technology Plan.
- Number of peer-reviewed research articles and publications in highly visible research journals.
- Growth in research funding and expenditures.
- Number of doctoral degrees conferred.
- Performance of NSHE institutions relative to peer and aspirational institutions.
- Average annual salary by degree type of NSHE graduates (lagging due to State SLDS).
- Number of NSHE graduates employed in Nevada (lagging due to State SLDS).
- Student loan cohort default rate.
- Demographic data on employee groups.



# Targets

- Targets for graduation rates, number of awards, and persistence will need to be updated with the institutions.
  - Current targets expire 2025.
  - Additional targets for enrollment and predictors of completion based on metrics will need to be set.
- One target we would like to resurrect:
  - 60% of Nevadans will have a post-secondary credential or degree.
- We will begin this work and keep the Board apprised.



# “One system. Worlds of opportunities.”

Access  
Success  
Closing  
Gaps  
Workforce  
Research

Post-completion  
Targets  
Completion Data

Predictors of  
Completion  
Enrollment

People  
Funding

**Collaboration, Accountability &  
Transparency**

