AN UPDATE ON CSN’S MULTI-CAMPUS MODEL
April 22, 2016 Board of Regents approved Feasibility Study to the following CSN Challenges:

A. Challenges

• Population Growth and demand for services;

• Responding to multiple municipalities workforce and economic development needs;

• Overcoming distances, limitation of services; and access to legitimate needs. “Today more than half of CSN students must take classes on multiple campuses to meet their needs.

B. Opportunities To Address Needs:

• A ‘standard student experience’ across all three campuses must be adopted;

• Alignment of Campuses to Municipalities to facilitate community partnerships;

• A more Campus based vertical hierarchy structure.
Why the Multi Campus Model?

A review of 13 large urban peer documents that CSN is one of largest community colleges in county, all large urban peers have either Multi-Campus or District Structures.
A Timeline of the Multi Campus Model

Timeline

April 2016
- Approval received for feasibility study

December 2016
- Feasibility study report accepted.
- Phase 1 Approval granted

February 2017
- Progress report of Phase 1 presented
- Model approved

May 2018
- Implementation of Phase 1 update presented

July 2019
- Phase 1 new hires completed

October 2019
- Model update and next steps presented.

Covid
Phase I Update

Phase 1 - Most of the Phase I and Phase II action steps from December 2016 CSN Feasibility Multi-Campus District Feasibility Study have been completed.

1. Predicated on action by the Board of Regents and additional, legislatively appropriated resources, CSN will commence a phased implementation, including: Extended communication with internal and external constituent groups; Completed

2. Assessment of student services and deployment of a standard student experience at the three main campuses; Migrated Advising, Counseling, Student Life, dual enrollment to Campuses. Completed

3. Development of coordinating councils or committees; Ongoing

4. A long-term space solution in Henderson; Completed

5. Creation of the position requirements and job descriptions for campus administrators. Completed

6. Strategic designation of Centers of Excellence, rebranded under complete college America as pathways of the six CSN Academic Schools. Completed
Phase II Update

1. Faculty and administrative talent hiring with KRA hiring of three campus Vice Presidents. – **Completed**

2. Development of uniform training and student affairs cross training – **Ongoing**

3. Integration of the model into CSN financial and unit planning process; **Completed**

4. Communication and training on the new model and coordination of engagement; **Ongoing**

5. Organizational chart revisions reflecting new model in matrix. **Completed**
   
   See link to PPT (January 2022)

6. Assessment of the functionality of the new model and revising as needed. **Ongoing, Pending formal evaluation and refinements.**
1. CSN Model – A Common Student Experience – Migrated Advising, Counseling, Student Life, Dual Enrollment to Campus Location;

2. Aligns Economic and Workforce Development Interface with Campuses;

3. Retains Single Administration and Collegewide Administration & Cost Neutral
CURRENT STATUS & REVIEW OF KEY PERFORMANCE TRENDS

- STUDENT EXPERIENCE - STUDENT SATISFACTION DATA
- COMMUNITY ENGAGEMENT – PARTNERSHIPS
- MULTI CAMPUS – BUDGET AND RESOURCE CONSIDERATIONS
COMMON STUDENT EXPERIENCE
Measureable Student Satisfaction increases during implementation of the Multi-Campus Model from 2019-2022:

- **West Charleston 2022 Student Satisfaction**: 90.8% (+7.5%)
- **North Las Vegas 2022 Student Satisfaction**: 92% (+4%)
- **Henderson 2022 Student Satisfaction**: +93.5% (+10.3%)
Multi-Campus Model
CSN Early “Student Experience” Satisfaction Results
SOURCE: CSN IR/COYOTE Q

Measurable Student Satisfaction increases during implementation of the Multi-Campus Model from 2019-2022:

Charleston Low High Item Range by Year

<table>
<thead>
<tr>
<th>Year</th>
<th>Low</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>83.3%</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>88.0%</td>
<td>91.5%</td>
</tr>
<tr>
<td>2021</td>
<td></td>
<td>90.8%</td>
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Multi-Campus Model
CSN Early “Student Experience” Satisfaction Results

SOURCE: CSN IR/COYOTE Q`

Measurable Student Satisfaction increases during implementation of the Multi-Campus Model from 2019-2022:

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<td></td>
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</tr>
<tr>
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<td>94.5%</td>
</tr>
<tr>
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</tr>
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86.0% 88.0% 92.5% 89.5%
Multi-Campus Model
CSN Early “Student Experience” Satisfaction Results
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</tr>
<tr>
<td>2022</td>
<td>92.3%</td>
<td>84.2%</td>
</tr>
</tbody>
</table>
Graduation rates since implementing the Multi-Campus District Model

IPED Graduation rates for the 3-year cohort have increased from 7% in 2016 for latest cohort to 19%.

IPED Graduation rates for the 6-year cohort have increased to 28%.
Multi-Campus Success upward trend

We are three years into a 5-year analysis that was interrupted for 2 years by the pandemic and experiencing the same upward trend now as was experienced prior to COVID.

Spring Enrollment Comparison
CAMPUS LEVEL ORGANIZATION STRUCTURE AND COMMUNITY ENGAGEMENT
How Multi Campus Impacts Community

Core Areas of Improvement

A need for a standard experience for students on each campus and the development of a base-level of services and academic opportunities to which students, regardless of campus, are entitled.

- **Goodwill Industries** — CNA Fast-Track Credentialling program opportunity for students.
- **Department of Health and Human Services** — Diagnostic Skilled Certificate Program
- **Las Vegas Medical District** — Increase of Student Academic Program Affiliation Agreements
- **Department of Education** — Early Childhood teacher education
How Multi Campus Impacts Community

Community Leaders and Organizations continue to express broad support and enthusiasm for CSN’s Multi-Campus Model.

North Las Vegas

✅ Prior Mayor Lee, North LV
✅ CNLV Economic Development Office
✅ CNLV Community Engagement Office
✅ Latin Chamber of Commerce

—

"We commend CSN for exceptional work and many long hours offered in support of students during the transition away from developmental education. — NWCCU"
Phase 2 - Multi Campus Model Organization
Charleston Campus

Dr. Sonya Pearson
CAMPUS VICE PRESIDENT

Dr. Khrys FuQua
CAMPUS AVP

Advising Coordinator

Advising Senior Specialist

Advisor
Advisor
Advisor
Advisor

Advisor
Advisor
Advisor
Advisor

Advisor
Advisor
Advisor
Advisor

Advisor
Advisor
Advisor
Advisor

Classified/PT Staff
Classified/PT Staff
Classified/PT Staff
How Multi Campus Impacts Community

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West Charleston

✓ Justin Jones, District F
✓ Urban Chamber of Commerce
✓ Asian Community Development Council
✓ Las Vegas City Councilman Brian Knudsen

I have the distinct pleasure of having the CSN Charleston Campus in my Ward, and have been able to witness the school’s efforts to better serve the needs of their students (our residents) through collaboration with not only the city of Las Vegas, but also UNLV, RTC, and United Way. In addition, CSN leadership has joined the Las Vegas Medical District Advisory Board to connect on the training and educational needs of our future healthcare workforce, which will have a significant impact on our Valley.

— Brian Knudsen, Las Vegas City Council, Ward 1
Phase 2 - Multi Campus Model Organization
Henderson Campus

Dr. Rebecca Gates
INTERIM CAMPUS VICE PRESIDENT

Advising Coordinator

Advising Senior Specialist

Advisor

Advisor

Advisor

Advisor

Advisor

Classified Staff (FT)

Classified Staff (FT)

Classified Staff (PT)

Classified Staff (PT)
How Multi Campus Impacts Community

Community Leaders and Organizations continue to express broad support and enthusiasm for CSN’s Multi-Campus Model.

Henderson Campus

We Commend CSN for maintaining strong relationships with the community including business, industry, universities and secondary systems to produce exceptionally high quality learning environments.

— NWCCU

Henderson Campus

✔ Henderson Mayor Michelle Romero
✔ Henderson Chamber of Commerce
✔ US Dept. of Education
How Multi Campus Impacts Community
Multi-Campus Model

Limited analytics is showing that we are moving in the right direction, but there is much work to be done.

• The Multi-Campus model is still in its infancy
• We have a framework for the NWCCU continuous improvement but not enough data to analyze meaningfully. We are looking at two years from now to have sufficient data points
• An external evaluation of the multi-campus organization projected for 2025

Measurable benefits to the multi campus model include:
• Resulted in a positive commendation by NWCCU Northwest
• We are far more matrix-based as we’ve moved away from the silo model
• Gained agility to prioritize campus needs and act quickly
• Moved from CSN Schools to CSN Early Colleges
• Went from 60 available degrees to over 100 with 70% of students earning an associates degree
• Increased retention rate to over 70%
• Planning to expand to grow to pre-covid levels by 2025
## How Multi Campus Impacts Community

<table>
<thead>
<tr>
<th>College Imperatives</th>
<th>Oversight</th>
<th>Co-Authored/Received</th>
<th>Submitted</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Access</strong></td>
<td>Title V $2.8M</td>
<td>NTIA $2.5M</td>
<td>ARPA/ECE Capital Project $46M</td>
</tr>
<tr>
<td><strong>Basic Needs</strong></td>
<td>Blackstone Launch Pad $400k</td>
<td>SNAP E&amp;T &amp; SEF $475K</td>
<td>HRSA $2.28M</td>
</tr>
<tr>
<td><strong>Workforce Retention</strong></td>
<td>NV Grow $400K</td>
<td>SANDI $ 1.1M</td>
<td>MBDA $3M</td>
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### Grants and Donors Projects Table
- Sonya Pearson
How Multi Campus Impacts Community

Community Leaders and Organizations continue to express support and enthusiasm for CSN’s Multi-Campus Model.

- Prior Mayor Lee, North LV
- CNLV Economic Development Office
- CNLV Community Engagement Office
- Councilman Barron, Ward 1
- Latin Chamber of Commerce
- Urban Chamber of Commerce
- Asian Community Development Council
- Henderson Chamber of Commerce
- US Dept. of Education
- Senator Cortez-Masto
- Senator Jackie Rosen
- Representative Stephen Horsford
- Congressional Community Projects
- Representative Suzie Lee
- Representative Dina Titus
- Senator Scott Hammond
- Senator Dina Neal
- Assemblywoman Summers-Armstrong
- Assemblywoman Torres
- Nevada Grow Partners
- Las Vegas Urban Chamber
- Las Vegas Asian Chamber
- Las Vegas Latin Chamber
- Henderson Chamber of Commerce
- Nevada Small Business Development Center
- Blackstone Charitable Trust
- Child Care Access Means Parents
- Elementary and Secondary School Emergency Relief Fund
- Minority Business Development Agency
- Dr. Samuel Scavella, CCSD Assistant Superintendent
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