

NSHE Strategic Initiative Coordination Effort

Introduction: The Nevada System of Higher Education (NSHE) is embarking upon a number of important strategic initiatives. Some of these initiatives result from direction and input from the Board of Regents (Board), others from legislation passed during the 81st Legislative Session in 2021, and some are in response to the recent global pandemic. All of these initiatives are important for the improvement of student outcomes.

In order to maximize the benefits of these initiatives, NSHE must engage in an intentional, coordinated process to ensure the initiatives are integrated, complementary, and comprehensive in a way that increases alignment and accountability. NSHE must also ensure that these efforts reflect the Board’s five strategic goals while offering potential refinements to those goals for future Board consideration. The *NSHE Strategic Initiative Coordination Effort* intends to provide a framework that will allow NSHE to accomplish both goals.



Figure 1: NSHE's five strategic goals, which were approved by the Board in 2018.

Current NSHE Strategic Goals: In 2018, the Board approved five strategic goals for the System and institutions to pursue. These goals, as shown in this figure, provide clear terms for the institutions to pursue their existing missions, to build institutional strategic plans, and to assess progress.

The NSHE Strategic Initiative Coordination Effort intends to build on that work to establish and advance the five strategic goals already established. Building on this work will mean developing ways to ensure institutional and system alignment with the goals, overlaying accountability, and ensuring that there are metrics and feedback mechanisms that will provide opportunities for continuous improvement

for plans when needs are identified.

NSHE’s Strategic Paradigm: Integration and accountability will be reflected in a system of nested alignment. As shown in the figure below, nested alignment is represented by a three-part pyramid structure. The Board’s input, approval, and guidance through the five strategic goals and other mechanisms is the critical requirement for alignment and accountability. Once this is established, and as this guidance evolves, the System-led initiatives can provide further operational coordination toward best practices, recommendations for Board consideration, and decrease service gaps and duplication of efforts. Based on the Board’s direction and System-level coordination, aligned institutions can build their visions, missions, partnerships, and

programs to meet the Board’s vision as well as create a feedback loop that can improve program delivery and refine Board, System, and Institutional expectations.

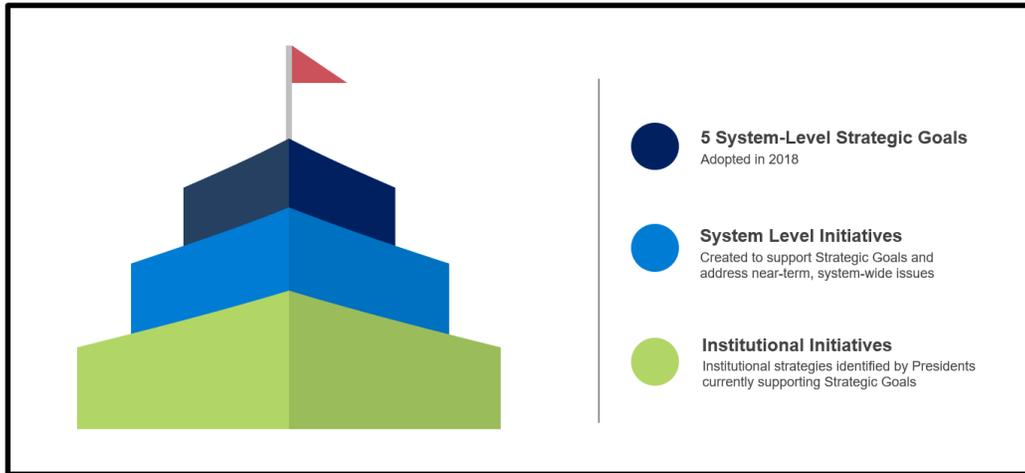


Figure 2: NSHE's strategic paradigm of nested alignment.

Strategic Initiative Coordination Effort Objectives: In order to achieve the goals of this effort, the NSHE Strategic Initiative Coordination Effort has identified three objectives:

1. Maximize Board of Regents input, guidance, and support throughout the planning process in order to ensure system-wide alignment with Board goals.
2. Provide extensive opportunity for internal and external stakeholder input in order to ensure equitable and agreeable outcomes.
3. Coordinate between multiple strategic efforts in order to develop a comprehensive, system-wide strategy, to include supporting policy and budget recommendations.

Strategic Initiative Coordination Effort Components: There are currently three strategic initiatives associated within this coordination effort. All three of the current strategic initiatives will inform each other and align with the Board of Regents’ strategic goals, direction, guidance, and vision.

The strategic initiatives are the following:

1. **System-led Initiatives:** The seven System-led initiatives identify specific tasks to be accomplished by the associated task force or under an initiative leader. Each task force has a goal of providing recommendations for further consideration, with final reports due to NSHE on May 31, 2022. The task forces cover the following areas:
 - a. Dual Enrollment
 - b. Equity in Hiring and Retention Initiative
 - c. Joint Research
 - d. Mental Health
 - e. Teacher Pathways

f. Workforce Development

g. Online Learning

2. **Assembly Bill 450:** Assembly Bill 450, passed during the 81st Session of the Nevada Legislature, requires the Chancellor to co-chair a committee on funding, coordination, and other aspects related to the community college workforce development mission. The final report and recommendations of this committee must be submitted to the Governor, the Chair of the Board of Regents, and the Director of the Legislative Counsel Bureau by August 1, 2022.
3. **NSHE Strategic Planning Process:** A system-wide strategic planning process that will include input from statewide stakeholders and approval by the Board of Regents, to be announced and circulated from October 1, 2022 through January of 2023.

Additional components may be added to this coordination effort; however, we recommend that the following criteria be considered for inclusion:

1. The component under consideration should be strategic in nature and should result in concrete policy or budgetary recommendations;
2. The timeline of the component under consideration should align with the deliverable timelines included in this coordination effort;
3. In addition to sharing a timeline with these components, the component under consideration should also have a specific time limitation that sunsets the work with specific outcomes and deliverables; and,
4. If the work product of another body does not contribute to this coordination effort directly but still aligns with it in other important ways, the new information may be provided as an addendum or as a summary within the larger collection of documents.

The clear overlap between these initiatives as they align with the Board's five strategic goals is shown in the graphic below. As seen in this graphic, some of the strategic initiatives cut across all five of the strategic goals, while others cut across three or fewer. It should be noted that there are good arguments to be made for alignment between these initiatives and different strategic goals, but this graphic is provided merely as an example to show the possible alignment of efforts.

The alignment between the Board's strategic goals and the various strategic initiatives may change based on input from internal and external partners and through the process described in the next section. These changes may occur in both directions, where the Board's strategic goals drive the work of the strategic initiatives, but also, the coordinated strategic initiatives may offer opportunities to refine the five goals or their associated metrics. Any changes would be approved by the Board and reflected in the updated strategic plan developed over the timeline provided below. Ideally this process

will allow the System and Institutions to align their activities and initiatives with more of the Board’s strategic goals.

ACCESS	SUCCESS	ACHIEVEMENT GAP	WORKFORCE	RESEARCH
Strategic Planning Initiative				
Mental Health Initiative				
Equity in Hiring and Retention Initiative			Teacher Pathways Initiative	Joint Research Initiative
Dual Enrollment Initiative			Workforce Development Initiative	
Online Learning Initiative			AB 450 Committee	

Figure 3: Alignment of strategic initiatives with the Board's five strategic goals.

Strategic Initiative Coordination Effort Timeline, Coordination, and Deliverables:

In order to successfully coordinate these three strategic initiatives toward their collective goals and objectives, it is essential to understand the alignment of their processes toward specific deliverables. As shown on the graphic below, these three strategic initiatives can develop initially while informing one another, all with input, guidance, and approval from the Board of Regents. This foundational phase of the coordination effort will occur from August 2021 through the Fall of 2022. The significant aspects of this process are outlined below:

1. **Board of Regent Oversight and Guidance:** There will be numerous opportunities for members of the Board of Regents to provide input in these initiatives throughout the coordination process, including weekly opportunities for the Chancellor to update the officers of the Board of Regents on time sensitive items. Additionally, the Chancellor will also provide formal updates at each quarterly Board meeting in order to receive direction, guidance, and approval.
2. **System-led Initiatives:** Each of the seven System-led initiatives will continue to be carried out by each expert task force and their respective leads. The task force leads will continue to meet on a monthly basis to provide updates and to review the status of their reports and recommendations, which are due May 31, 2022. The task forces may also have special initiatives, such as the proposed academic conference on workforce development innovations, which will inform the recommendations of the workforce task force. Interim reports will be provided to the Board of Regents throughout this period, and the resulting report of combined recommendations may be used to inform or supplement the AB 450 committee recommendations and the NSHE strategic plan.
3. **AB 450 Committee:** The AB 450 committee will meet periodically between August of 2021 and July of 2022 and produce a final report and recommendations by August 1, 2022. This committee will provide

recommendations on workforce development in community colleges, funding models, and other items, as required by the bill. Interim updates will be provided to the Board of Regents throughout this period, and the resulting report of combined recommendations may be used to inform or supplement the combined report of the System-led initiatives and the NSHE strategic plan.

4. **NSHE Strategic Plan:** The NSHE Strategic Plan will be developed between August of 2021 and September of 2022. This period will allow for significant community engagement opportunities, collaborative development of a ten-year vision and strategy, and input from and approval by the Board of Regents. It should also reflect the important work done by the AB 450 Committee and the task forces supporting the System-led initiatives.

NSHE Strategic Initiative Coordination Effort Timeline & Process

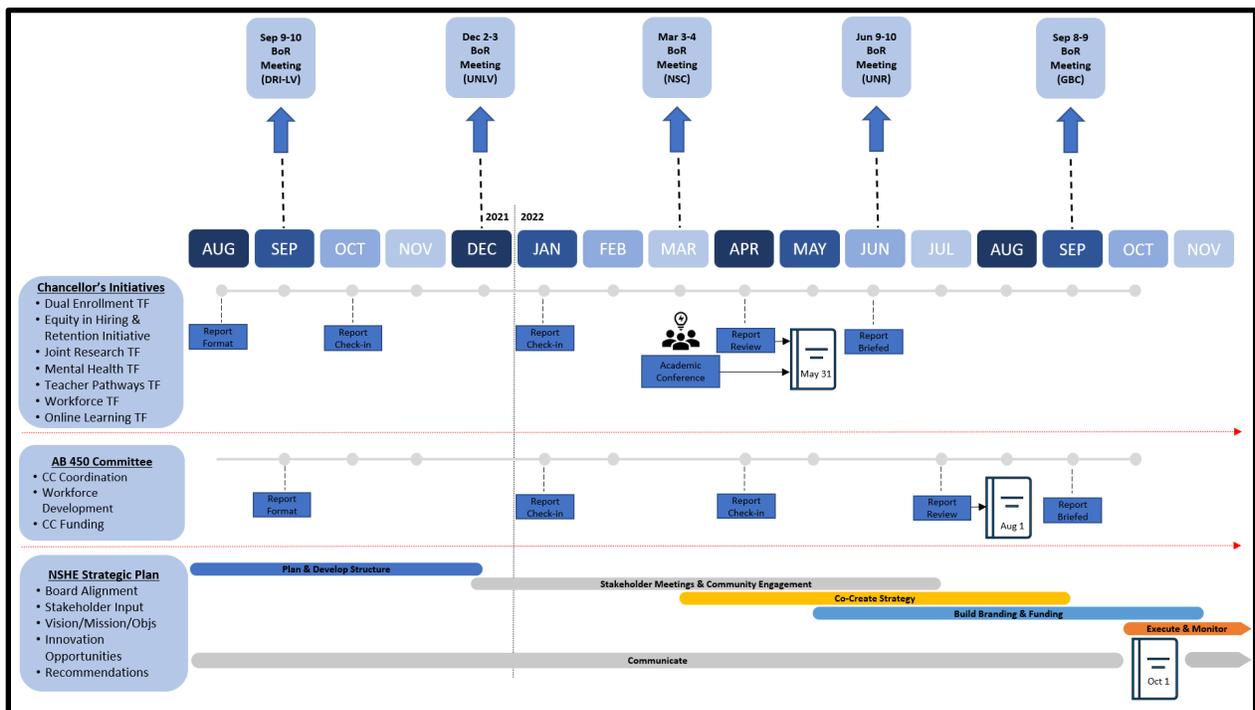


Figure 4: NSHE's three strategic initiatives will be coordinated centrally through the System Administration office with input from internal and external partners and approval by the Board of Regents.

Effort Outcomes and Next Steps: This coordinated effort will result in key strategic outcomes for NSHE in support of the Board's strategic goals, as described throughout this document. Upon completion of the entire coordination effort, NSHE will have a fully developed strategic plan, fully vetted policy and budgetary recommendations for consideration by policymakers, as well as concrete next steps resulting from the work of the task forces, the AB450 committee, of at the direction of the Board. More work will be necessary in the coming years to fully implement the effort envisioned here; however,

the outcomes of this work will provide an essential roadmap for the future of higher education in the state of Nevada.

In fact, throughout the process of planning the Strategic Initiative Coordination Effort, initial first steps have already been identified. These, which are described in more detail below, are intended to establish the immediate path for the work ahead and to ensure accountability and oversight in the process. Together with the detailed process and reporting requirements outlined in this document, NSHE should be able to successfully achieve its goals and provide outcomes that meet the Board’s needs and improve student outcomes.

The first step identified was the establishment of metrics that can be used to track progress and success throughout the duration of this coordination effort. The graphic below provides a dashboard that is intended to be an interim vehicle to create transparency throughout the coordination process. The top level of this page depicts the System level goals, metrics, and targets. It does not depict performance currently, as we have yet to receive the data that allows us to compare the more recent period of performance. The middle level provides an overview of the System-led activities associated with this initiative, updates for which will be provided to the Board throughout the timeline provided above. The bottom level reflects the institutional strategy goals and metrics as they align with the Board’s five key goals and will also be provided throughout the timeline above.

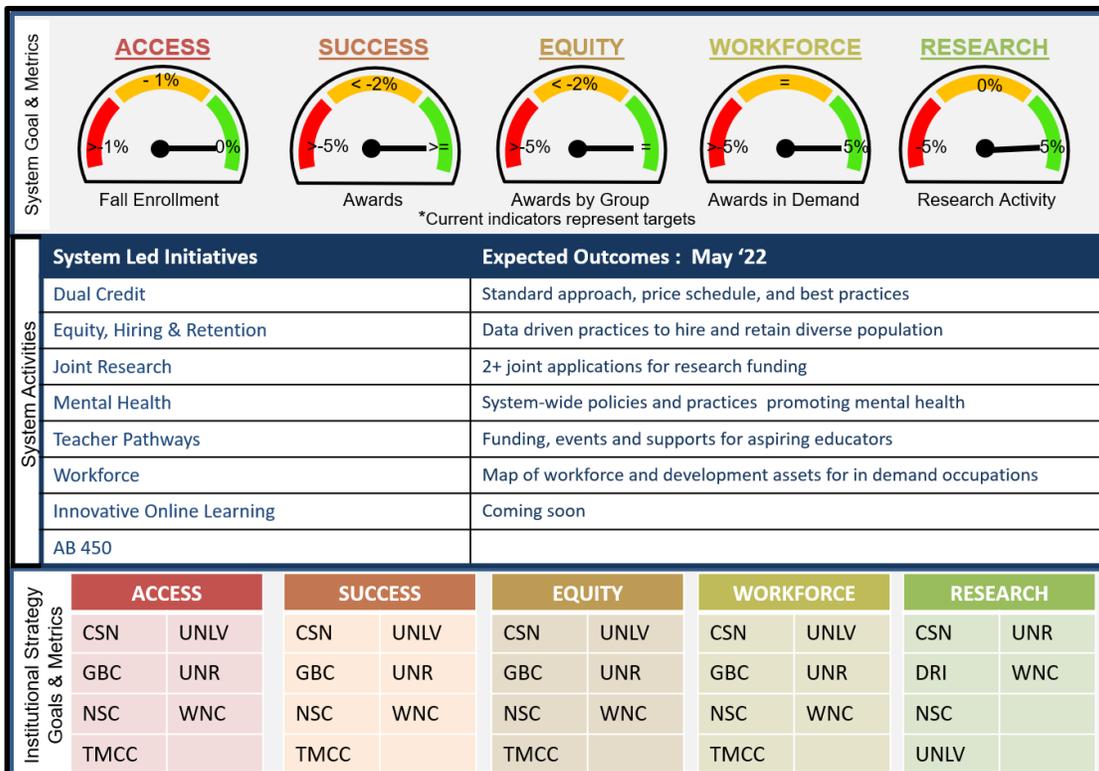


Figure 5: Interim System Dashboard that will be used to track progress towards the Board's strategic goals throughout the course of this effort.

In addition to the interim dashboard provided above, this planning process also resulted in a number of findings and recommendations. These are intended to inform the strategic planning effort, but they could also inform any of the strategic initiatives included in this effort. These findings and recommendations are summarized and combined into action statements below:

- In order to maximize accountability and measure progress throughout NSHE, ensure access to timely data for key metrics at the Institutional and System levels;
- In order to align efforts with the Board's strategic goals, ensure System and Institutional goals and metrics are both conceptually aligned and tactically connected;
- In order to ensure this effort is effective beyond the coordination process, establish NSHE policy guiding standardization of institutional metrics;
- In order to ensure accountability associated with strategic goals, initiatives, and plans, develop a mechanism to connect presidential evaluations to institutional strategic plans for Board approval;
- In order to achieve full alignment, transparency, and accountability, a complete strategic plan should be created and implemented under the guidance of the Board of Regents, leadership from the NSHE System Administration, and input from both internal and external stakeholders.