BOARD OF REGENTS
BRIEFING PAPER
HANDBOOK REVISION: INSTITUTIONAL STRATEGIC AND ACADEMIC PLANS

BACKGROUND & POLICY CONTEXT OF ISSUE:

During the November 30, 2006, meeting of the Student and Academic Affairs Committee, regents requested that staff review the existing polices concerning institutional strategic plans, academic master plans, and scheduled programs reviews and make recommendations for the improvement of any such processes. Under existing Board policy the following provisions address the aforementioned planning processes:

Institutional Strategic Plan (*Title 4, Chapter 14, Section 3.2)* - reflects overarching goals of NSHE Master Plan and sets forth more specific goals, targets, and direction based on the institution's mission. Must be approved by Board of Regents.
♦ Community Colleges and NSC – Every 6 years, with updates every 3 years, including report on progress toward goals
♦ Universities and DRI – Every 8 years, with updates every 4 years, including report on progress toward goals

Academic Master Plan (*Title 4, Chapter 14, Section 3)* – a subset of Institutional Strategic Plan that comes to Student and Academic Affairs Committee for approval (following the Board's approval of the Institutional Strategic Plan) and contains list of planned new academic, research, or student service-related programs or units. If new academic program proposals are not in this approved Academic Program Plan, a statement of intent, need, and relationship to the system master plan and current institutional strategic plan must be provided to SAAC prior to the formal request for a new program.

***Existing* Program Reviews** (*Title 4, Chapter 14, Section 4*) - review criteria include quality, need/demand for program, relation to the institutional mission, cost, relationship to other programs in NSHE, student outcomes, and quality and adequacy of resources such as library materials, equipment, space, and nonacademic services. Institutional review should occur on a ten-year cycle which may be coordinated with accreditation reviews or other program review activity and reported to Office of Academic Affairs.

***New* Academic Program Reports** (*Title 4, Chapter 14, Section 4*) – follow-up reports to SAAC on originally projected enrollments (FTE and headcount) and program expenses following first, third, and fifth year; and five year full program review to SAAC to include brief review and analysis of each program's development and progress.

SPECIFIC ACTIONS BEING RECOMMENDED OR REQUESTED:

Amend Title 4, Chapter 14, Sections 3-4 to align requirements for institutional strategic planning to every 6 years for all institution types, continue the review of existing academic programs at least every ten years and require a summary report to SAAC, and revise the timeline for review of new programs based on the third and fifth year only. (See attached policy proposal.)

IMPETUS (WHY NOW?):

This recommendation is brought forward at the request of SAAC at its November 30, 2006, meeting.

BULLET POINTS TO SUPPORT REQUEST/RECOMMENDATION:

The proposed policy revision
♦ provides consistency across all institutions types for the development of an institutional strategic plan every six years;
♦ provides additional flexibility to the campuses to update institutional strategic plans at intervals in addition to the six year requirement if necessary;
♦ establishes a third and fifth year review of new academic programs; and
♦ requires regular reporting to the SAAC on existing programs.

POTENTIAL ARGUMENTS AGAINST THE REQUEST/RECOMMENDATION:

Opponents of the proposal concerning institutional strategic plans may feel that it is more appropriate for the institutions to independently determine their own planning horizons given their own specific mission and goals.

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

Expand or reduce the 6-year planning horizon for institutional strategic planning.

COMPLIANCE WITH BOARD POLICY:

❑ Consistent With Current Board Policy: Title #_____ Chapter #_____ Section #_____
X Amends Current Board Policy: *Title 4, Chapter 14, Sections 3-4*
❑ Amends Current Procedures & Guidelines Manual: Chapter #_____ Section #_____
❑ Other:_____
❑ Fiscal Impact: Yes_____ No_____
 Explain:_____

Section 3.   Institutional Strategic Plans

1. The NSHE Master Plan establishes goals, targets, and philosophical directions for the future of all higher education institutions in Nevada. To ensure progress toward System goals, each NSHE institution shall have an individual strategic plan that clearly reflects the overarching goals of the System plan while also setting forth more specific goals, targets, and directions based on the institution's overall mission and service area as outlined below. The service region of each institution is defined in Title 4, Chapter 14, Section 11.

    a. Community Colleges - Each NSHE community college will emphasize responsiveness to the programmatic needs of its service region while simultaneously striving to fulfill the Board approved community college mission of university transfer, applied science and technology, business and industry partnering, developmental education, community service, and student support service programs within its respective service region.

    b. [~~Nevada~~] State College - Nevada State College will offer a wide range of baccalaureate programs and selected masters programs designed to meet the general needs of the State of Nevada and the specific needs of the southern region of the state. Special emphasis will be placed on addressing the state's need for highly skilled teachers and nurses as well as to developing partnerships with Nevada's public school system and the state's health care providers. The College will assist in addressing Nevada's need for increased access to higher education for recent high school graduates as well as for transfer and returning students.

    c. Universities - The University of Nevada, Las Vegas and the University of Nevada, Reno shall each offer a wide array of academic programs at the undergraduate and graduate levels, as well as research and public service programs to serve their respective regions, the state and the nation. Each institution shall strive to complement the other through its programs and through cooperative inter-institutional activities with one another and when appropriate with the state college and the Desert Research Institute. The universities shall further strive to avoid unnecessary duplication of academic, research, and public service programs.

    d. Desert Research Institute - The Desert Research Institute will conduct basic and applied research at the state, national and international levels for effective management of environmental resources, for continued development of Nevada's economy, and for providing increased educational opportunities for Nevadans. The Institute will undertake cooperative academic and research programs with the universities and, when appropriate, with the community colleges and state college.

2. Institutional strategic plans *for each NSHE institution, including the Desert Research Institute,* shall be presented to the [full] Board of Regents [in accordance with the time frames and processes outlined in this section] *at least every six years and will cover a planning period of up to six years*. *Updates concerning progress toward major goals and the revision of existing goals may come before the Board at any time during the six year planning period as determined appropriate by the institution.*

3. Each new or updated *institutional* strategic plan shall [contain a section or sections with specific statements regarding] *include an academic master plan for each institution that outlines the* intended development of new academic, research, or student service-related programs or units[. This portion of the strategic plan] *and* shall be presented [separately] for action to the [Academic, Research and Student Affairs] *Student and Academic Affairs* Committee of the Board of Regents.

    [a. Community Colleges

        The time frame for strategic plans shall be six years. Plans will be updated every three years. Plans and updates will be presented to the Board along with an assessment of progress toward major goals.

    b. Nevada State College

        The time frame for strategic plans shall be six years. Plans will be updated every three years. Plans and updates will be presented to the Board along with an assessment of progress toward major goals.

    c. Universities

        The time frame for strategic plans shall be eight years. Plans will be updated every four years. Plans and updates will be presented to the Board along with an assessment of progress toward major goals.

    d. Desert Research Institute

        The time frame for strategic plans shall be eight years. Plans will be updated every four years. Plans and updates will be presented to the Board along with an assessment of progress toward major goals.]

[3]*4*.   If, in the need to be responsive to the needs of the campus service area, an institution desires to develop new academic programs out-of-sync with the strategic planning schedule, a statement of intent, need, and relationship to the system master plan and current institutional strategic plan must be provided to the [Academic, Research and Student Affairs] *Student and Academic Affairs* Committee for action prior to presenting the formal request for a new program. The format for this statement shall be [provided] *established* by the Vice Chancellor for Academic and Student Affairs.
(B/R 3/03)

POLICY PROPOSAL
TITLE 4, CHAPTER 14, SECTION 4
Review of Existing Programs

Additions appear in *boldface italics*; deletions are [stricken and bracketed]

Section 4.   [Calendar for the]Review of *New and* Existing *Academic* Programs

1. [Review] *A review* of existing academic programs shall be conducted by [each institution] *the universities, state college, and community colleges* on ==at least== a [regular] *ten-year* cycle to assure academic quality, and to determine if need, student demand, and available resources support their continuation[.] *pursuant to the following*

    a. The review *of existing programs* [should] *must* include multiple criteria. Although criteria may vary slightly between campuses, as institutions have different missions and responsibilities, there should be comparable data from all programs. [Review should] *The review must* include both quantitative and qualitative dimensions of program effectiveness, and peer review.

    b. Criteria to be utilized *in the review of existing programs* shall include the following: quality, need/demand for the program, relation to the institutional mission, cost, relationship to other programs in the System, student outcomes, and quality and adequacy of resources such as library materials, equipment, space, and nonacademic services.

    c. *An annual report will be published by the institution on the results of existing program evaluations and a summary of that report will be forwarded to the Chancellor's Office and presented to the Student and Academic Affairs Committee annually*.

2. [Community Colleges, State College, and Universities

    A ten-year cycle will be used for the review of existing programs at the community colleges, state college, and universities.

    New programs will be reviewed after five years. In addition, follow-up reports on originally projected enrollments (FTE and headcount) and program expenses will be provided following the first, third and fifth year of each new program's existence. The fifth year reports will be incorporated into the first full program review due at the same time. Reports will include actual enrollments and expenses as well as a brief review and analysis of each program's development and progress.

    All programs will be reviewed on a periodic basis, and will be triggered by accreditation reviews, or because of planned review.

~~An annual report will be published on the results of program evaluation and a summary of that report will be forwarded to the Chancellor's Office and the Board annually.~~] *New programs at the universities, state college, and community colleges shall be reviewed following the third and fifth year of the program's existence. The criteria for review shall be established by the Vice Chancellor of Academic and Student Affairs and must include a report comparing originally projected enrollments and expenses to actual third and fifth year figures.*

3. Desert Research Institute **-** A five-year cycle will be used for the review of all DRI *research* programs. A report will be published on the results of program evaluation and a summary of that report will be forwarded to the Chancellor's Office and the [~~Board of Regents~~] *presented to the Student and Academic Affairs Committee. Additional reports or status reports on DRI research programs outside of the five-year cycle may be brought forward at any time at the discretion of the Institute.*

4. In addition to [~~this~~] *the* review process *established in this section*, the Board or [~~the~~] *a* President may initiate additional program reviews as [~~it deems~~] *deemed* necessary.

New Academic Program Proposal
Five-Year Budget Projection

Institution: _____   Program: _____   Semester of Implementation: _____

DIRECTIONS: Complete the following cost estimates for the first, third, and fifth year budget projections for the proposed new program in Section A. Costs for the third and fifth year are not cumulative. If the total budget for the program is not reflected in the "Existing" or "New" categories, please provide further explanation in an attached narrative. Any "new" costs must be explained by source in Section B.

Section A.

	Start-up			Year 3					Year 5			
	Existing[1]	New[2]	FTE	Existing[1]		FTE	New[2]	FTE	Existing[1]		New[2]	FTE
PERSONNEL												
Faculty (*salaries/benefits*)	0	0	0.0	0			0	0.0	0		0	0.0
Graduate Assistants	0	0	0.0	0			0	0.0	0		0	0.0
Support Staff	0	0	0.0	0			0	0.0	0		0	0.0
Fellowships/Scholarships	0	0	0.0	0			0	0.0	0		0	0.0
Personnel Total	$0	$0	0.0	$0			$0	0.0	$0		$0	0.0
OTHER RESOURCES												
Library Materials (*printed*)	0	0		0			0		0		0	
Library Materials (*electronic*)	0	0		0			0		0		0	
Supplies/Operating Expenses	0	0		0			0		0		0	
Equipment	0	0		0			0		0		0	
Other Expenses	0	0		0			0		0		0	
Other Resources Total	$0	$0		$0			$0		$0		$0	
PHYSICAL FACILITIES												
Construction	0	0		0			0		0		0	
Major Renovation	0	0		0			0		0		0	
Other Facility-Related Expenses	0	0		0			0		0		0	
Physical Facilities Total	$0	$0		$0			$0		$0		$0	
TOTAL	$0	$0		$0			$0		$0		$0	

Section B.

	Start-up		Year 3		Year 5	
	Amount	%	Amount	%	Amount	%
EXPLANATION OF NEW SOURCES[2]						
State Appropriations	0	0%	0	0%	0	0%
Federal Grants/Contracts	0	0%	0	0%	0	0%
State Grants/Contracts	0	0%	0	0%	0	0%
Private Grants/Contracts	0	0%	0	0%	0	0%
Private Gifts	0	0%	1	0%	0	0%
Other (*please specify*)	0	0%	0	0%	0	0%
TOTAL	$0	0%	$1	0%	$0	0%

[1] Resources re-allocated from existing programs should be noted in the "Existing" column.

[2] Any new resource utilized to fund a new program must include the source to be provided in the "Explanation of New Sources" section. Total "New" sources for each year must equal the total for each year under "Explanation of New Sources."