

College of Southern Nevada Institutional Advisory Council
Meeting Minutes
Tuesday, December 10, 2019

Welcome, call to order and roll call

The regular meeting of the Institutional Advisory Council was called to order at 11:15am.

Roll was called:

Present

- Chair Randy Robison
- Vice Chair Peter Guzman
- Dr. Nancy E. Brune (telephone)
- Jaime Cruz (proxy Irene Bustamante Adams)
- Shaundell Newsome
- Jonas Peterson
- Jose Solorio
- Colton Teerlink
- ASCSN President Daniel Gutierrez
- CCSD Superintendent Dr. Jesus Jara (proxy Dr. Mike Barton)

Absent

- John R. Bailey
- Tim Buchanan
- Ken Evans
- Maria Jose Gatti
- Vida Chan Lin
- Paul J. Moradkhan
- Dennis Perea
- Shari Wong
- CSN Faculty Senate Chair Dr. Arnold Bell

Chair Robison welcomed and thanked council members and distinguished guests Regent Carol Del Carlo, Regent Perkins, Vice Chancellor Nate Mackinnon, and Assistant Vice Chancellor Caleb Cage for their attendance.

1. *Public Comment*

Chair Robison called for public comment. Mr. Solorio requested that directional signage be placed in the parking areas for future meetings.

2. *Approval of Minutes*

Chair Robison postponed this item for a future meeting.

3. *Report from the Council Chair*

Council Chair Robison provided a report on his activities since the last meeting:

- Chair Robison has participated in various meetings, including visits with Dr. Zaragoza and a presentation to the Community College Committee.
- Dr. Zaragoza has a clear vision of what he needs from the IAC, and Chair Robison looks forward to fulfilling this role.

4. *President's Welcome & Update*

CSN President Dr. Federico Zaragoza welcomed and thanked everyone for attending this meeting, and provided an update on several recent events:

- Dr. Zaragoza recognized Regent Del Carlo and Regent Perkins.
- CSN is in a position to assess and align the CSN and NSHE strategic goals and the role of the IAC.

- Several IAC members attended the naming ceremony of the Tyrone Thompson Student Union, which serves as the heart of the campus.
- CSN's Mariachi Plata performs tonight. Mariachi Plata is more than a group, as it is part of CSN's efforts to create a diverse and inclusive environment, and reinforces its role as a Hispanic Serving Institution (HSI). Mariachi is an expression of Mexican culture. CSN anticipates that the performance will be sold-out. Dr. Zaragoza thanked Mariana Kihuen for her coordination efforts.
- Various internal stakeholders, including Faculty Senate and Administrative Faculty Assembly, are working together on exciting projects to improve graduation, completion, and student success. Recent IPEDS data confirms that CSN has doubled its graduation and transfer rates.
- CSN received an increase in its 2020 Perkins appropriation (total \$1.8 million), which is important to make sure our programs align with industry standards, academic, and licensure requirements.
- CSN also received a \$10,000 grant from Complete College America (CCA) to continue the completion discussion, specifically regarding underrepresented community sectors. This grant allows CSN to host a forum to look at co-requisites, developmental education, and student success metrics.
- CSN's international education efforts are gaining momentum, including completion of a cybersecurity training program for instructors from Tamaulipas, Mexico. This was CSN's preliminary opportunity to show the capacity to be part of the international training delivery system. Two weeks later, a chancellor and presidents of the Mexican community college system visited CSN.
- Dr. Zaragoza offered written copies of his comments to IAC members.
- Mr. Solorio commented that he also shares Mexican-American heritage. The Latino population in Clark County is 77-80% Mexican-American. He is looking forward to seeing the Mariachi Plata tonight. CSN's doubled success rate is impressive, and Mr. Solorio credited the search committee who hired Dr. Zaragoza, Dr. Zaragoza himself, and CSN staff and students.

5. CSN's Strategic Plan

CSN President Dr. Federico Zaragoza provided an overview of CSN's Strategic Plan and discussed ways the IAC can assist CSN in accomplishing these goals:

- Close to 3,000 community members participated in the strategic planning forums and work sessions over the last five years. The Strategic Plan is important in CSN's accreditation process.
- The IAC is projected to have a larger role in the accreditation process, and the next site visit will occur in three years.
- CSN's new proposed mission statement: "The College of Southern Nevada empowers our students and communities to achieve, succeed, and prosper." Achievement is a core of learning and a lot of accreditation work is geared toward it. Success for CSN is defined in terms of students graduating, transferring, completing, and prospering. The current mission statement is much lengthier.
- CSN's vision: "CSN is recognized as a leader among community colleges in fostering student success, shared governance, and performance excellence."
- It is important that CSN's goals align with NSHE goals, which are access, success, close the achievement gap, workforce, and research.
- CSN's values are Integrity, Lifelong Learning, Excellence, Academic Freedom, and Diversity (ILEAD). The values and their definitions were formed after extensive discussion with external and internal stakeholders.
- CSN is migrating toward a multi-campus district model. All Vice Presidents and Provosts were hired. CSN is working to align services on each campus. The IAC can help CSN to reboot and re-position the offerings on each campus, and to help ensure alignment with the communities and workforce.
- Collective bargaining efforts continue.

- CSN continues to emphasize integrated planning in a decentralized context. Each campus will likely need an advisory committee. The IAC can help support a more decentralized system. Professional development and technological improvements are two other initiatives that impact CSN's Strategic Plan.
- The access goal translates to enrollment that is reflective of the community. CSN has approximately 60,000 unique (unduplicated) students per year, and is the largest higher education institution in Nevada. There are 14,000 non-credit students, and CSN is working to bridge non-credit to credit. There has been an increase in headcount and full-time enrollment (FTE), which is important because more credits mean more student success. The average age of a CSN student is 25, which is down from 27 and is attributed to the robust student pipeline we have with CCSD. In 2019, 61 CSN High School students earned a college degree before earning a high school diploma. CSN is increasing its focus on CSN High Schools.
- 22% of CCSD graduates attend CSN after graduation. Dual enrollment is under-utilized in Southern Nevada, and CSN plans to work closely with CCSD to increase it. The Early College Program is one area that will be targeted. CSN also started its first career technology academy last year. 100% of the students who graduated from the HVAC Academy had job offers. These are the types of pathways that CSN wants to amplify and diversify. Jumpstart is the most popular dual enrollment program. There will be a focus on courses satisfying academic core requirements. The goal is to not just be college ready, but college proven. There is now the ability to remediate non-college ready students when they are in high school. The IAC can assist in this area because there will be legislative discussions with the intention of taking these programs to scale.
- There is a high correlation between mentorship and onboarding success. CSN needs to have one mentor for every Promise student, or about 1,000 mentors. This is a challenge not only for the IAC, but for the various business chambers as well.
- CSN needs to continue to increase its "second chance systems," such as the prison education program, adult literacy and GED populations, and incumbent workers who are underemployed.
- Dr. Zaragoza presented current IPEDS data. The majority of students who come to CSN come to transfer, so it is important to include the transfer rate in statistics. CSN's graduation and transfer rates continue to increase. The Aspen Rate combines the transfer and graduation rates. CSN's goal is to be recognized as a high performing community college. CSN is currently one of the most improved community colleges in the country. Dr. Zaragoza recognized the hard work of the faculty, staff, and community.
- CSN will present its updated Strategic Plan at the March 2020 Board of Regents meeting. The major changes were to the mission, vision, repositioning of the value propositions, and restructuring objectives to align with NSHE.
- Regent Perkins commented that it is great to acknowledge the non-degree seeking students, and also mentioned CSN's work with DETR. Dr. Zaragoza stated that his objective is to focus in pieces and he will return for a workforce conversation. Regents Perkins also stated that she appreciates CSN's focus on the core values and making them simpler and easier to understand.
- Ms. Bustamante Adams thanked Dr. Zaragoza for his presentation, and suggested that his detailed reports be shared with the legislature during the interim.
- Mr. Newsome thanked Dr. Zaragoza for a great report, and echoed Regent Perkins' sentiment regarding CSN's core values. He also likes the Early College Program and how it motivates young people, and he is willing to help in regard to accreditation and would like to see future discussion regarding it.
- Dr. Shari Peterson, CSN Director of Assessment and Accreditation, said she sees the IAC having a predominant role in helping CSN review standards and determining if they are met, as well as

determining mission fulfillment and institutional effectiveness. Dr. Peterson will forward to Ms. Kihuen an upcoming NWCCU accreditation schedule, reports, and target dates.

6. IAC – Discussion of IAC Charge, Future Meetings, and Possible Member Engagement

Chair Randy Robison led a discussion on the future of the IAC:

- Chair Robison stated that the IAC charge in the Procedures & Guidelines Manual is broad, and that the IAC has an audience of three (Dr. Zaragoza, Chancellor Reilly, and Vice Chancellor Mackinnon) with Dr. Zaragoza as the primary audience.
- There needs to be more discussion among the IAC members. Dr. Zaragoza’s charge is to bring an agenda to each meeting that asks for IAC input. The IAC has lots of expertise to offer. It is now time for the IAC to dig-in and offer more advice and counsel to CSN.
- Chair Robison recommended increasing the frequency of IAC meetings from quarterly as outlined in the charge, to every other month with summers off (total of five meetings per year). He suggests that at future meetings the IAC take a “less is more approach” with focused and topically-driven agendas, and referenced Workforce Blueprint 2.0. The idea is to receive and discuss information, and take affirmative action at the meeting. Then, at the next meeting or within a couple meetings, check-in with Dr. Zaragoza regarding any previously recommended actions.
- Chair Robison said he has been considering the IAC role around two questions: What can you do for the College, personally and professionally? What can the College do for you? He then asked for individual member feedback.
- Mr. Peterson said that he likes Chair Robison’s proposed approach of more topical meetings.
- Vice Chair Guzman said he thinks CSN is so important to the community, and the IAC’s role is important. He agrees that more specificity in meetings would be helpful so they can focus on how to best support Dr. Zaragoza in his work.
- Ms. Bustamante Adams said they have already begun a relationship with CSN and look forward to what is next. She appreciates that the College is being intentional and moving the needle, and it is great that Dr. Zaragoza is on the Workforce Board.
- Mr. Newsome said he would like to see more work on increasing young people’s exposure to entrepreneurship, as entrepreneurship is sometimes glamorized in the media. Mr. Newsome said he would be willing to assist in that area, too.
- Chair Robison added that he would also like to invite student speakers to future meetings, and that he loves the dual enrollment and college readiness programs.
- Chair Robison asked Dr. Barton, “What should the IAC discuss and pursue from CCSD’s perspective?” Dr. Barton emphasized Dr. Zaragoza’s use of the term “integrated systems,” and that there is a successful collaboration between CSN and CCSD. There are currently over 20 high schools offering, through CSN, remediation for mathematics. The IAC can help with the integrated systems conversation.
- Mr. Teerlink said he appreciates what the IAC stands for. He said Mesquite is an isolated community, and CSN is the only college there. He would like to see more statistics that show how Mesquite compares with CSN’s ongoing successes. Chair Robison said he would like to see dual enrollment offerings in the outlying areas.
- Dr. Brune said that having metrics would be important, and requested cost information for everything needed to ensure student success, such as counselors. She said it would be helpful information in preparing for the next legislative session. Dr. Zaragoza responded that to get to a 350:1 ratio for counselors, CSN needs approximately \$1.2 million. CSN is making progress, and is currently at about 500:1.
- Chair Robison asked Ms. Kihuen to send out the IAC charge again, and at the next meeting it can be reviewed again.

7. Report from Vice Chancellor for Community Colleges

Vice Chancellor Mackinnon provided a report on system activities and issues of interest:

- Vice Chancellor Mackinnon thanked Regent Del Carlo and all other regents in attendance. He also thanked the IAC members for their feedback on the IAC charge, which is a continuously evolving concept with the goal of maximizing the members' time and value. Please share any further feedback or suggestions with Chair Robison, Dr. Zaragoza, or Vice Chancellor Mackinnon.
- Vice Chancellor Mackinnon echoed Dr. Zaragoza's remarks on dual enrollment. NSHE and CCSD share a strong partnership committed to working on dual enrollment, and the IAC can help support these efforts particularly in looking to the next legislative session.
- The Board of Regents commenced a national search for a new chancellor following announcement of Chancellor Reilly's departure next August. The firm hired was Academic Search, and there has been one committee meeting so far. There are various CSN stakeholders on the Advisory Committee, and Search Committee meetings are open to the public.
- There is also a presidential search underway at UNLV, and a presidential search will soon begin at UNR.
- The GBC IAC has a new chair. There are now four permanent recently elected IAC chairs.
- NSHE hired a new Apprenticeship Navigator, Cheryl Olson. The position is funded through a partnership with OWINN and DETR.
- The Nevada Promise application window closed on October 31st. NSHE received 14,849 applications. There are currently 1,693 students receiving the Nevada Promise Scholarship. The challenge now is to get the applicants into college.
- Assistant Vice Chancellor for Workforce Development, Caleb Cage, and the NSHE team have been working on the nursing and educator workforce pipelines. The goal is to solve NSHE's role in these areas.
- Dr. Brune asked, "Can you give more detail on how you see the Apprenticeship Navigator working with the community colleges and CSN specifically?" Vice Chancellor Mackinnon replied that the Apprenticeship Navigator position is designed to work collaboratively with businesses that express interest in working with the state government to stand up apprenticeship programs. Businesses often struggle with sponsorship, and NSHE's goal is to provide resources to help the businesses navigate the sponsorship and approval process. It is a great opportunity for synergy between businesses, approval authorities, and the community colleges.
- Mr. Newsome stated it is important to understand that with apprenticeships, the business must be prepared. Employers are energized to support the individual, but the challenge, especially for small businesses, is that there needs to be employees committed to it. Often businesses do not have employees dedicated to that task. It is a huge investment for the employer, and sometimes the attitude toward the employer involves placing numerous obligations on them. It is important for the parties involved to empathize with each other. Vice Chancellor Mackinnon said Mr. Newsome had great points, and that a registered apprenticeship is a big lift with high standards.
- Ms. Bustamante Adams asked, "Where will Cheryl be housed?" Vice Chancellor Mackinnon responded that she will be housed in Northern Nevada, but will also travel to and work in Southern Nevada. Ms. Bustamante Adams also asked, "Do you have a sense of the time that she needs to dedicate to the southern region?" Vice Chancellor Mackinnon said he does not know that level of detail yet, but it is important to recognize that the position is statewide.

8. Update from CSN's Faculty Senate Chair

Faculty Senate Chair Dr. Arnold Bell was not present.

9. Update from ASCSN Student Body President

Student Body President Daniel Gutierrez provided a report on student activities and issues of interest:

- Since the last IAC meeting, the North Las Vegas Student Union was named in honor of the late Assemblyman Tyrone Thompson, and the multi-cultural centers in the student unions on the North Las Vegas and West Charleston campuses opened.
- ASCSN recently hosted hygiene product drives to support those in need. The pantries are doing well overall. ASCSN also recently hosted a pet product drive.
- In late October/early November, ASCSN sent several students to leadership conferences throughout the country. Mr. Gutierrez went to the Los Angeles Student Government Training Conference.
- Mr. Gutierrez thanked the IAC for its support.

10. CSN Student Spotlight Presentations

Kristen Taylor Caday, current CSN High School student, spoke about her experience in the dual enrollment program:

- Ms. Caday, now a senior, expressed her gratitude for the opportunity to participate in the program. She has enjoyed the smaller class sizes, and the way that she has grown throughout the program. She is now more of a people-person and challenges herself. She's also learned accountability, responsibility, and self-advocacy. Ms. Caday thanked the IAC for its support.

11. New Business

Chair Robison called for new business, and there was none.

12. Public Comment

Chair Robison called for public comment.

- Regent Del Carlo said she was happy to attend today's meeting, and enjoyed Chair Robison's update. The focus on working with CCSD is important, and she appreciated hearing the student speaker. She is excited to hear that dual enrollment is expanding.
- Regent Del Carlo spoke of her experience as a mentor, and emphasized that Dr. Zaragoza needs 1,000 mentors.
- She attended the opening of the HVAC Center of Excellence, and was happy to hear Vice Chancellor Mackinnon speak of efforts to curb the nursing shortage.
- She also attended the North Las Vegas Student Union naming ceremony for late Assemblyman Tyrone Thompson.
- She thanked everyone present who is volunteering their time.
- Dr. Zaragoza reminded IAC members that the CSN Holiday Party is scheduled for December 12, 2019 at 6:00pm at the West Charleston Campus.

13. Adjourn

Meeting adjourned at 1:08pm.

Minutes respectfully submitted by: Stephanie Knoblach