



BUILDING NEVADA'S FUTURE: A Master Plan for Higher Education in Nevada

A Review of the NSHE Master Plan

January 25-26, 2007, Board Meeting



NSHE MASTER PLAN

- ◆ Current version adopted in April 2002 after extensive Board of Regents discussion and public hearings – facilitated by WICHE Executive Director David Longanecker
 - Six goals established
- ◆ Revised in January 2004 after a Board workshop in June 2003
 - Revised to seven goals – two original goals combined into one and two new goals added



NSHE Master Plan

- ◆ Created as a guide for the Board of Regents and the institutions to use in setting priorities and making decisions
- ◆ Designed to maximize limited state resources amid anticipated extraordinary enrollment growth
- ◆ Now five years old and perhaps time for review



History: *2000 Battelle Report*

◆ *A Technology Strategy for Nevada*

- Increase focus of state's economic development efforts on technology-based opportunities
- Enhance research, development, and industry partnering roles of university system
- Build the Nevada New Economy workforce
- Accelerate the growth of the entrepreneurial technology economy
- Create a permanent and effective organizational vehicle for implementing the plan (like Georgia plan)
- Leverage current/future federal investments in Nevada to focus on key areas
- Pursue public-private partnership initiatives

History: *2001 Rand Report*

- ◆ *The Road Less Traveled: Redesigning the Higher Education System of Nevada*
 - Achieve greater efficiency and accountability
 - Assess student learning and thus provide public accountability for quality of education
 - Develop four-year state colleges to provide lower cost baccalaureate option to state and to students
 - Adopt finance reforms
 - Develop separate stream of funding for research
 - Change to higher fees/higher financial aid strategy
 - Make setting of fees more transparent
 - Change governance model – blended board

STRATEGIC PLANNING IS ESSENTIAL FOR SUCCESS



Nevada's Challenge: Finances

- ◆ State resources insufficient to meet cost of producing needed college-educated workers in critical fields for Nevada
 - Shift student FTE to lower cost community colleges and state colleges, including select baccalaureate degrees at community colleges and raise university admission standards
 - Efficiency savings by institutions
 - Tuition increases for students
 - State formula increase and research support



Nevada's Challenge: Graduates

- ◆ Educational attainment of population below national averages and Nevada needs educated workforce to attract new industries
 - Low college going rate
 - Low college completion rate
 - High projected rate of growth for minority population with low college success
 - High remediation rate for recent high school graduates



History: Principles of Master Plan

- ◆ Collaborative approach among institutions, not competitive
- ◆ Distinctive mission for each type of institution to avoid unnecessary duplication and improve efficiencies
- ◆ Minimum thresholds and policies for forming branch campuses, off-campus centers, and new institutions



History: Principles of Master Plan

- ◆ Identifies weak workforce development and career-technical support in Nevada
 - Creation of Institutes of Technology to be associated with community colleges and offering lower- and upper-division course work leading to industry certifications and degrees in applied fields
- ◆ Calls for better use of High Tech Centers by community colleges



Mission Differentiation

Comprehensive Community Colleges

Open-door admissions gives opportunity for all Nevadans with course offerings in remedial and developmental education, general education, workforce development, vocational and technical training, and associate degrees that provide seamless transfer to state colleges and universities. May offer selected niche baccalaureate degrees.



Mission Differentiation

State Colleges

Regional institutions offering comprehensive education at the baccalaureate level in specific, regional niches with limited professional graduate degrees. Admission policies define minimum levels of preparation.



Mission Differentiation

Universities

Comprehensive research institutions offering education from the baccalaureate through the master's and doctoral levels. Selected graduate, professional and doctoral programs correlate with defined research and academic strengths. Selective admission policies.



Mission Differentiation

Research Institute

Focus on environmental sciences and fundamental and problem-oriented research within an entrepreneurial and academic culture. Foster interdisciplinary approaches and scientific teaming, improve management of natural resources and apply technologies to global issues while helping to meet needs of Nevada. Will not grant degrees, but will partner (with other NSHE institutions) in teaching and mentoring programs, student support and internships.



Master Plan Goals

Student Focused System

The higher education system in Nevada will create a welcoming, respectful, and friendly environment where all students have the opportunity to participate and succeed at every level of higher education.

Reputation for Excellence

Nevada's institutions of higher education will increase their national, regional, and statewide reputation based on targeted, outstanding, innovative programs and other accomplishments.



Master Plan Goals

Quality Education

Nevada's system of higher education will provide consistently excellent learning experiences for its students through instruction, research, and service.

A Prosperous Economy

Through instruction, research, and service, higher education in Nevada will be an essential element in developing and sustaining a strong, dynamic, knowledge-based economy for Nevada.



Master Plan Goals

P-16 Education

Higher Education will increase partnerships with the K-12 system to ensure the cooperative delivery of education from pre-kindergarten through college degrees.

Building Quality of Life

Higher education in Nevada will be instrumental in advancing society's objectives and enriching the lives of Nevada's citizens.



Master Plan Goal

Opportunity and Accessible Education for All

Nevada's system of higher education will increase the overall participation and success of Nevadans enrolling at all levels of higher education and in all ethnic groups, and will address the unique educational needs of a highly diverse and non-traditional population.

State Performance Indicators

- ◆ *Enrollment per 100 Nevada residents =*
- ◆ *Enrollment growth* ↑
- ◆ *College Going Rate* ↑
- ◆ *Successful Student Transfer =*
- ◆ *Student Persistence Rates* ↓↑
- ◆ *Student Graduation Rates* ↑
- ◆ *Ethnic/racial distribution of students compared to Nevada's population* ↑

State Performance Indicators

- ◆ *Distance Education Enrollment* ↑
- ◆ *Remedial Course Enrollment* ↓
- ◆ *Nursing enrollment (to meet workforce needs)* ↑
- ◆ *Percentage of students with financial aid* =
- ◆ *Percentage of Need-based Aid* ↓
- ◆ *Faculty Diversity* ↑
- ◆ *Research and Development Expenditures* ↑



Master Plan Progress

- ◆ Great progress in college going rate – Millennium Scholarship impact
- ◆ Limited progress in remedial course enrollment, student transfer success or percentage of need-based aid (\$ increase up, however)
- ◆ Less progress than anticipated in enrollment growth, student persistence and graduation rates.



Master Plan Progress

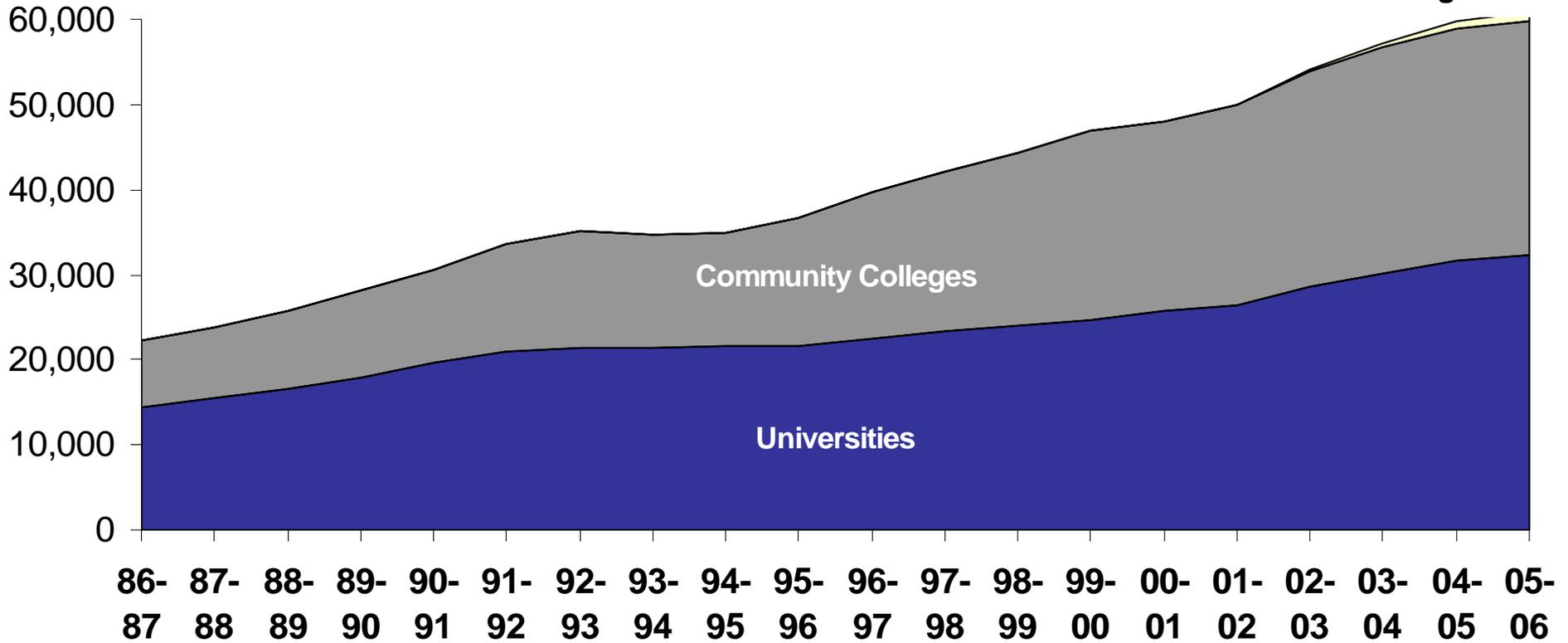
- ◆ Research growth has occurred, but not sufficient for state's economic needs – still no visionary partnership with state to grow research & economic development
- ◆ Support for career-technical education has not grown
- ◆ University admission requirements raised, state college created, some shift in FTE to community colleges and state college from universities



AAFTE by Institution Type

1986-87 through 2005-06

State College





Master Plan Progress

- ◆ Focus of implementation and accountability has been on student access, success, affordability, and diversity – Goals 1, 5, 7 – that can be measured and reported.
- ◆ Board decisions have relied on and supported institutional efficiencies, mission differentiation, and growth in enrollments at community colleges and state college.



Master Plan Progress

- ◆ Issues of access and affordability
 - Continuing policy of low tuition/fees and low financial aid not meeting student needs
 - Enrollment/retention/graduation rates too low to meet Nevada's need for an educated workforce
 - Still unable to guarantee real access to most needy students
 - Other states now guaranteeing such access



Master Plan Developments

- ◆ Dramatically changing demographic shift in population
 - Inadequate student services for high-need students
 - Nevada's K-12 performance already ranks low nationally
- ◆ State financial support unable to keep up with needed enrollment growth and quality goals



Master Plan Developments

- ◆ Increasingly global society demanding different priorities, skills and knowledge
- ◆ Increasing competition for research and development dollars at national level
- ◆ Efficiencies put in place by institutions may have produced as much savings as possible
- ◆ Little progress in assurance to public about quality of education



National Conversations

- ◆ National Conference of State Legislatures:
Transforming Higher Education: National Imperative—State Responsibility
 - Define clear state goals
 - Identify your state's strengths and weaknesses
 - Know your state demographic trends for the next 10-30 years
 - Identify a place or structure to sustain the public agenda



National Conversations

- ◆ NCSL Report (continued)
 - Hold institutions accountable for their performance
 - Rethink funding
 - Rethink student aid
 - Help reduce borrowing and debt
 - Recommit to access
 - Recommit to success



National Conversations

- ◆ NCSL Report (continued)
 - Embrace innovation
 - Encourage partnerships
 - Transform the 12th grade
 - Don't neglect adult learners
 - Focus on productivity
- ◆ Issues being discussed in numerous national reports within the past year, including the President's Commission on Higher Education



Possible Next Steps for Regents

- ◆ Examine objective data in detail to understand where we have and have not made progress, including external reality in Nevada and K-12 (March)
- ◆ Examine new projections for Nevada population growth, economic needs, and financial outlook (March)
- ◆ In light of these data, examine Master Plan, current priorities, and new directions (June)



Possible Next Steps for Regents

- ◆ Consider holding a Roundtable or discussion led by external consultant on potential changes to Master Plan (August)
- ◆ Create effective community/state input process to build partners
- ◆ Final approval of any changes to Master Plan before 2009-11 budget request decisions