

College of Southern Nevada Institutional Advisory Council

Meeting Minutes

Tuesday, November 09, 2021

Welcome, call to order and roll call

The regular meeting of the Institutional Advisory Council was called to order at 9:15 am.

Roll was called:

Present

- Chair Randy Robison
- Vice Chair Peter Guzman
- John R. Bailey
- Dr. Nancy E. Brune
- Tim Buchanan
- Jaime Cruz
- Ken Evans
- Maria Jose Gatti
- Vida Chan Lin
- Paul J. Moradkhan – Erica Valdriz: Proxy
- Shaundell Newsome
- Jose Solorio

Absent

- Jonas Peterson
- Dennis Perea
- Shari Wong
- Julian Smit
- Zachary Johnigan
- Jesus Jara

President Federico Zaragoza and Chief of Staff Lawrence Weekly were also present at the meeting. Chair Robison welcomed and thanked Council members and guests for their attendance. Pledge of allegiance. Shaundell Newsome arrived.

1. *Public Comment*

Chair Robison called for public comment. There was no public comment received.

2. *IAC Strategic Planning Meeting*

Chair Robison thanked the members for filling out the questionnaire beforehand. He introduced Ms. Deborah Campbell, Principal and Lead of DC&A, thanked her for facilitating the planning session and for using her expertise to assist.

Deborah Campbell gave an overview of her background, which included being a TV anchor with Fox and ABC in Las Vegas. She indicated to the group that her role at the meeting is to guide the conversation on strategic plan and hopefully draft a CSN IAC mission statement, vision and purpose. If time permits, she hopes to engage the group in listing potential future priorities. She asked participants to silence phones, instructed zoom participants to use the raise hand function to speak, mute mics unless speaking, and went over the meeting schedule. There would be one 10-minute break, 30 minutes for lunch, and she plans to adjourn at 1 pm. She reviewed the agenda displayed on the screen.

Ms. Campbell reported that all except one IAC member completed the pre-work survey. She reminded the group that it's a public meeting, and there are no action items listed so she will take all the input and capture the information into a short compilation of mission, vision, purpose to bring to the next meeting for the IAC to decide on how best to support CSN and CSN's Strategic Plan. Ms. Campbell began the ice-breaker activity. Each member present was asked to give his or her name, organization and role, and answer the question, "What's the best piece of advice you've received and that you pass on to others?"

- Jaime Cruz, Workforce Connections Executive Director: Honor your parents.
- Peter Guzman, President of Latin Chamber of Commerce, from his father: Treat the busboy as well as you treat the owner of the restaurant.
- Tim Buchanan, Leader of support team to Mayor and Council City of Henderson: If you follow your passion, you will find success in unexpected places.
- Erica Valdriz, Vegas Chamber of Commerce Director of Political Affairs, Fundraising Manager: Always do your best, know you have done your best, and keep moving forward.
- Ken Evans, President of Urban Chamber of Commerce: General Colin Powell inspired the advice he gives others. MBWA, which stands for management by walking around. Make sure, no matter how senior management you are, that you speak to the front line people in your organization.
- Jose Solorio, Entrepreneur, Education and Latino Community Advocate: Focus on relationships. Loyalty and everything that comes with good relationships will certainly follow. Value people, value their loyalty, value their skills.
- John Bailey, Lawyer, Managing Partner Bailey Kennedy Law Firm, from his father: The advice always started with "Don't be afraid." ...to accomplish your dreams, to do what's right, to be who you are, etc.
- Vida Lin, Founder of Asian Community Development Council (ACDC): If you don't like something, you can make the change.
- Shaundell Newsome, from his father, pastor, and others over the years: Proverbs 3:5-6. Trust in the Lord with all thine heart and lean not to thine own understanding. In all thy ways acknowledge him, and he shall direct thy path.
- Randy Robison, from his grandfather (because his profession involves being in the public eye): It's better to be a hood ornament than a tailpipe!
- Dr. Zaragoza, CSN President: Education liberates you.
- Deborah Campbell, from both of her Panamanian parents: Get an education. You will have options and you will be independent. Also, be a good citizen.

Ms. Campbell listed the anticipated outcomes of the session:

- Get back to basics of CSN IAC intent
- Determine how the IAC can better help the President
- Determine how the IAC can better organize itself
- Get a cohesive, clear, focused vision of IAC purpose
- Define what success looks like for the IAC
- Discuss structure and stakeholders to better connect CSN to the business community
- Simple & direct ways IAC members can use their expertise to support CSN's mission

She then went over the anticipated outcomes for a strategic plan:

- Cohesive plan for meeting IAC's objective
- Strategic plan to better support CSN
- 2022 priorities

- Strategic plan with goals, targets, actions with responsibilities clearly defined
- Preliminary metrics to track and measure progress
- Clarify strategic direction
- More input of community and CSN

Ms. Campbell also clarified that the outcomes for a strategic plan would involve high-level brainstorming and lists because to develop a comprehensive strategic plan would take much more time.

She then summarized the composition of the IAC by length of service, community representation. She also summarized the responses to what the IAC brings to members. Included in the responses were (full list on PowerPoint):

- Collaboration
- Opportunity to drive curriculum toward high wage, high demand careers
- Aligning workforce development to meet business/industry needs
- Ensuring API involvement
- Henderson diversification of economy

The next section summarized what members bring to the IAC. Included in the responses were (full list on PowerPoint):

- Commitment
- Knowledge of workforce & labor markets
- Workforce development expertise and one-stop delivery system resources
- Decades of life experience
- Government affairs expertise
- Access to elected leadership and executives
- Internships, resources

Shaundell Newsome said the IAC members have the opportunity to be proactive with the IAC, bring real-time action/activities.

Deborah went over CSN's 2019-2024 Strategic Plan (from March 2020). Mission, Vision, Values

- Mission: CSN empowers our students and communities to achieve, succeed, and prosper
- Vision: CSN is recognized as a leader among community colleges in fostering student success, shared governance, and performance excellence.
- Values: Integrity, lifelong learning, excellence, academic freedom, diversity

4 strategic goals which align with NSHE's goals:

1. Student success
2. Engagement
3. Performance and Quality
4. Workforce and Community

Ken Evans said this is helpful for focus. At Urban Chamber in small font the mission, vision, values are on each agenda. Maybe we could do that for IAC. Dr. Zaragoza said we do that for internal meetings; we can expand to IAC as well.

Ms. Campbell said she's met with Randy Robison and President Zaragoza over the past couple of months to find out what they are hoping to accomplish. Randy said clarity of CSN's IAC directive on how best to support CSN.

Randy Robison explained that the group in this room has incredible talent and expertise. He wants all to think about how the IAC can best support President Zaragoza and College of Southern Nevada. He wants to walk out of here today with clarity on how we can best support CSN's strategic plan.

Shaundell Newsome suggested every time we have new members for their benefit and our own, we should reaffirm that purpose. It's beneficial to both new members and those who have been in the group for a long time as well. He agreed with Chair Robison that there is much talent in the group, and by focusing we could accomplish more.

Jose Solorio reminded the group that other local organizations are in the news as not functioning well and it's important that the IAC take a different approach. It's valuable to know when we should act as a group, and when we act individually for the betterment and support of CSN through Dr. Zaragoza.

John Bailey said he is a pragmatic person and we're an advisory council. To him it seems the IAC role should be complimentary to CSN's strategic plan and mission as driven by Dr. Zaragoza. Everything should start with Dr. Zaragoza letting the IAC know what help he needs with accomplishing CSN's priorities.

President Zaragoza said the IAC provides guidance for major issues, even though the issues may have been brought to the group reactively rather than proactively. He told the members proactive input is very valuable in aligning our work and to inform the direction of the institution. Dr. Zaragoza said it is so valuable when the IAC members bring information about opportunities or gaps in the community; whether it is in regard to procurement, small business development, or student success. He wants to be sure the two-way-street continues, because the expertise and knowledge the IAC members bring is as important as anything he can bring to this body. Member input is critical to him.

Nancy Brune agreed with Mr. Bailey and Dr. Zaragoza and attributed recent successes with federal grants and new programs to Dr. Zaragoza pulling in IAC members for participation. It demonstrates good representation and alignment in the group to the CSN strategic plan.

Deborah Campbell noted that Dr. Brune was unable to participate in the ice breaker activity due to Zoom and called on her to share the advice she finds most valuable and that she shares with others.

Nancy Brune, from a mentor who observed that women, especially young women, tend to take their places on the perimeters of the room instead of coming right into the thick of it, "Never be afraid to sit at the table."

Ms. Campbell shared the next slide which is from the CSN IAC website: CSN Advisory Committees General Responsibilities.

Ken Evans commented that he is getting an education today as a newer member of IAC. It's an opportunity, from a community business standpoint, to see if there is a way to have consistency and support on a micro-and macro-level.

Randy Robison explained that each 2-year institution has an IAC. The charge has been revised several times.

Shaundell Newsome commented that formerly under Dr. Brune's and currently Randy Robison's leadership, he sees the IAC members as assistant coaches. He gave the example of the CSN North Las Vegas Campus naming (formerly the Cheyenne Campus) and how it had an impact on economic development. There was a game plan by the College, coordinated with the City of North Las Vegas, and CSN asked the players to work out any issues. In the analogy, coaches and assistant coaches connect with players (community, people of influence) to create a win-win for all.

Jose Solorio gave historical perspective. The main reason for IAC's existence was the intent by the legislature to separate community colleges from the Board of Regents' oversight and for those institutions to have their own Board, where the board members could direct the college presidents. The compromise was an advisory council, where members would advise the presidents and the presidents could decide based on the recommendations. Each CSN IAC member has his or her own areas of expertise and strengths, and he looks forward to seeing how we can use it to benefit CSN students and the betterment of our community.

Erica Valdriz agreed with all points.

Ms. Campbell went on to discuss what members perceive to be priorities of this IAC and went over the results. Among the responses were:

- Advise the CSN President
- Community representatives
- CSN advocacy
- CSN ambassador
- Identify/develop strategic alliances
- Sounding board on CSN strategic plan
- Support the Board of Regents goal & objectives
- Workforce/industry experts
- I'm not sure

Additional comments, perceptions:

- IAC is mostly provided info, not part of 2-way conversation
- Appreciate the priority Dr. Zaragoza and his team had to revamp their non-credit courses for people to re-enter or re-train for employment vacancies.
- Generally effective

Are the IAC's priorities effective? (pie chart)

- 66% think it's working, effective.

Other comments:

- I have not seen the impact.
- Mostly the IAC is provided information, not the two-way conversation.

RECESS for 10 minute Break:

Chair Robison reconvened the meeting and reminded the group to state their names for the record when speaking. Ms. Campbell reviewed the answers to the survey question, "How can we best inspire and engage the CSN IAC?" She instructed the groups to brainstorm & list the purpose vision, mission. She and Eric Garner explained how to meet in a zoom breakout session to the online group.

3. ***Recess for IAC Strategic Planning Breakout Session #1 at 10:25, Reconvened at 11:00 am***

Chair Robison reconvened the meeting at 11:00 am and gave the floor to Deborah Campbell, and called on each group to give a summary of their session on the CSN IAC Purpose, Mission & Vision.

Jaime Cruz spoke on behalf of the online group – Group 1. Their group believes the purpose of the IAC is to support the CSN president by advocating and collaborating as members, providing opinions and input, to help CSN effectively serve residents and businesses. They used the USAF mission statement (fly, fight, win) as inspiration for an idea for CSN IAC mission statement: Support, collaborate, contribute. Vision: Enhance the value CSN delivers to our businesses and residents.

John Bailey spoke for Group 2, one of the in-person groups.

- Purpose: advise president, engage in initiatives the president deems a priority
- Vision: Used these questions and 5 challenges to frame it, “How do we deal with the new post-COVID norm, fewer in-person students, and shortages of teachers?” Also, “How do we harness as a council, the different levels of engagement by individuals?” And, “How do we identify best practices in outstanding community colleges and implement them at CSN?”
- Mission: Ensure CSN’s strategic plan is adhered to and is flexible enough to take on challenges that may happen in our community.

Jose Solorio spoke for Group 3, the other in-person group.

- Purpose: CSN IAC should support student and community career successes
- Vision, with a focus on what CSN will look like in about 20 years: CSN is flexible, able to admit any student or adult who is looking for career success at any time. That includes the student’s financial needs and necessary tests/assessments. CSN also meets the business needs of the community and is known as an institution that can adapt to new industry quickly.
- Mission: The group discussed that to have an effective 2-way structure with president there may be a need to meet more often than once every 3 months. Maybe meet more often in subcommittees. Marketing is important. Everyone needs to know what CSN has done, from 9th graders to CEOs, perhaps using social media, with the end goal of the community knowing CSN and with that familiarity comes the willingness and desire to join our cause.

Chair Robison believes IAC members are all fairly clear on the IAC’s purpose to support and advise the president. We’re here to help him do his job, achieve benchmarks and goals in strategic plan. Operationalizing is the next step, and where the real work begins. Because this is a public body, we need to better prepare and work with our networks to bring the collective benefit to IAC, and have productive, meaningful meetings.

Shaundell Newsome commented that the biggest piece of marketing is internal. The IAC needs to get a consistent message internally, and decide on the message to put out. We need to ensure all of us have the same information so when we are out in the community we know and communicate the same message. CSN needs to understand that as businesses, we operate in the future. Government agencies move slower, and as a government agency, CSN moves slower, so it’s important to be prepared with strategic goals.

Jose Solorio differed in his opinion on what the function of the IAC is. He believes we are here to advise the president. The advising component is a 2-way street rather than only taking the President’s direction. We provide critical feedback.

Shaundell Newsome disagreed somewhat. He stated Dr. Zaragoza is the leader, so we follow him. We are not in the day-to-day operations, he is. We don’t have enough information to guide him well – but we can give

him feedback from the community. At the end of the day, Dr. Zaragoza has to answer for the decisions, so he should make them.

Peter Guzman believes that as an advisory committee, we are here to stand shoulder to shoulder with Dr. Zaragoza, express our feelings whether in agreement or not, but to enhance and support the vision of the president. He's not sure subcommittees are a good idea because of separation and as a public body we could get off track as little groups. It creates more work for us and the president. If we need to meet more often, that's a possibility, but he'd like to see everything discussed openly.

Tim Buchanan commented that regarding the purpose, vision, and mission, we need to be careful we are speaking of IAC not CSN when we are working on them. Because of the talent at the table, we can assist in many ways, but our role and CSN's management role are different things.

Ms. Campbell told the group they would break for lunch, then resume for the next breakout session to discuss priorities moving forward.

Dr. Zaragoza said it has been productive morning. He is happy with the direction we're moving. He said we are saying many of the same things, perhaps in different ways, but he is very encouraged with the conversations thus far.

Randy Robison suggested shortening lunch to 20 minutes to ensure we dismiss on time at 1:00 pm.

Deborah Campbell told the group when we return from lunch we will start the next breakout session.

Chair Robison recessed the meeting for lunch at 11:30 am.

Chair Robison reconvened the meeting at 11:50 am, turned it over to Deborah Campbell.

Ms. Campbell reminded the group of the questionnaire in which she asked about priorities moving forward. She summarized the responses on her presentation and reviewed them for the group. The responses included the following:

- Identify and cultivate strategic partnerships/alliances
- Increase capacity in demand occupations.
- Workforce development and training
- Future workforce for small businesses
- More focused on advisory role to CSN President to meet CSN goals
- Career pathways that support industry sectors as identified in the LVGEA Economic Strategy for Southern Nevada
- Create NextGen entrepreneurs and business owners in communities of color
- Address API community in CSN, ensure language access
- Sounding board for strategic direction, growth
- Clear commitments on IAC actions and review the status at IAC meetings

Tim Buchanan reminded the group that although the priorities are good ones for CSN, they don't necessarily translate to IAC priorities. CSN is its own entity and the IAC's role is to assist, support as appropriate and as directed by the President.

Deborah Campbell agrees, but in presenting the findings of the survey wanted people to know their answers were taken into account and they were heard.

Ken Evans appreciates the clarification and focus on IAC's functions.

Jose Solorio agrees with Tim Buchanan and Ken Evans. We can have some say as a board, but need to focus on the advisory component. Support the president, rather than getting into the weeds.

Dr. Zaragoza commented that this is a good example of a 2-way dynamic. The API comment on the need for language access is already on CSN's radar, but not as specific as it could be. Dr. Zaragoza can take the results of the survey back to the administration, with information and comments for their review and action. CSN updates the strategic plan every year, the input is dynamic and this information is very instructive for him and his team. He thanked Deborah Campbell for the compilation.

Vida Lin has seen many changes, accomplishments of the IAC. She thinks we are ready to move forward. CSN already has great relationships with the local chambers and Workforce Connections, and she wants API to be part of the process moving forward.

Jaime Cruz left the meeting at 12:00 pm.

John Bailey observed that factually, Dr. Zaragoza is a highly accomplished individual who we are fortunate enough to have running the community college. He has a vision for what he expects CSN to look like in 5 years (and 10, and 20 years). We have been having conversations about 1- or 2-way conversations; Mr. Bailey is confident Dr. Zaragoza would take a call from any of us any time if we have ideas and input. But we need to understand what he wants for CSN and support him with feedback and advice, but allow him to make the decisions. We are all here to buy into his vision, he knows what to do. Unfortunately we are in a unique period of time in our community, state, and country. We need to let Dr. Zaragoza leverage us individually however he needs to, so he can get CSN where it needs to be.

Peter Guzman agreed with what was articulated so well by John Bailey. We are successful because of Dr. Zaragoza's vision and has used us individually to further CSN legislative and otherwise.

Dr. Zaragoza said his vision is built on the mission. It has 3 parts:

Student success. It's critical to have a strong pipeline from public schools to community colleges, but there are many institutions in the country doing it much better than we are. We have increased from 1800 to 5000 so we're improving, but our goal is 15,000 by 2025. His vision is that every high school student graduates with a minimum of one semester of college credit, or a CTE work credential by 2030. That kind of success will bring students to CSN and feed into the prosperity part of the mission.

We have 250,000 adults without a high school diploma. When pursuing their GED, they don't have support systems. CSN needs to create the bridges and pathways to students who need them. Part of that is to change the mantra of CSN. It's not just students coming to CSN, but CSN going to the community and building partnerships so we can assist with financial aid, career pathways, occupational degrees, etc. Employers have labor shortages, but if the skills sets aren't met, there will still be gaps. For example, the City of Henderson is building a training center for CSN and Haas Manufacturing to meet some of the need. Dr. Zaragoza wants CSN to be the beacon, to be the answer to the problem and make people want to come here. He believes that we can get there.

Shaundell Newsome said this is the reason why when those who were on the CSN President search committee, we chose Dr. Zaragoza. We were looking for experts and he is one of them. Shaundell learned graphic design and marketing communication in high school, then came to CCSN and was in the Air Force. He was not a traditional student. CSN has to address the needs of all types of students - credit and trades are both important.

President Zaragoza said one out of three university graduates comes through CSN. Not every student is college-ready. Sometimes it makes business sense to take our courses. The model has to be relevant and make sense.

Jose Solorio agreed with what has been said about President Zaragoza. He said we are here today to figure out how as a council we can best to support him. He still thinks we need to meet for more hours.

Deborah Campbell asked the in-person groups to change around, and the online folks to keep the same group. She asked them to take notes and be prepared to report out after the session. The session focus is brainstorming to list the IAC strategic priorities. Each group will have a short list of high level goals.

Chair Robison called for recess.

Chair Robison reconvened the meeting and gave the floor to Deborah Campbell.

4. *Recess for IAC Strategic Planning Breakout Session #2 IAC Priorities at 12:20, Reconvened at 12:40 pm*

Ms. Campbell asked Group 1 to list their IAC priorities.

John Bailey reported they started with the first 4 priorities spoken about earlier: advise, serve, respond in real time, promote CSN in the community. They have two additional ones: 1) The President to develop a virtual rolodex of each IAC member that identifies both their direct and indirect resources, and 2) each IAC member to always understand the president's top 10 priorities.

Online group:

Tim Buchanan reported they also think there should be a mechanism (matrix) to clearly identify each member's resources and attributes. Secondly, they think it's important that IAC representation aligns with critical strategic sectors (LVGEA, GOED, e.g.). Membership should reflect the community direction so as to increase learning opportunities and internships. If there is a cap on the number of IAC members that prevents having that representation, remove it and expand if necessary. Lastly, advise and support Dr. Zaragoza in reimagining education post-covid. Thinking innovatively to enhance the value CSN brings to the business community and meet the needs of the post-covid world.

Group 3:

Jose Solorio reported they had two main issues toward high level goals.

- Restructure meetings to be more productive, be provided materials to review in advance. Perhaps 45 minutes for presentation, remaining 45 minutes linking to goals and how IAC can assist in reaching them.
- Realize that Dr. Zaragoza is limited with what he can and can't do with constraints by legislation, board of regents, etc. Maybe IAC can facilitate meetings and invite legislators, regents to engage. The goal being they will understand CSN better and ultimately properly fund us.

5. *Last question on questionnaire – suggestions for CSN IAC Development*

Deborah summarized the questionnaire responses. She asked for next steps.

- Randy Robison said based on today's activities and minutes, Deborah will prepare a draft report. This group will review the report at the next meeting and decide on the priorities. Generally the first meeting takes place late January, early February.
- Deborah Campbell will look at the minutes, review her notes and summarize with a high-level report on the outcomes from today's discussions.
- Jose Solorio agrees with Chair Robison about next steps, discussion, and possible action. He asked that the report be provided to the group at least a week prior to the meeting in order to give time for reviewing and offering proper input. He is looking forward to the next meeting.
- Ken Evans agreed with Mr. Solorio. Mr. Evans commented that he has been involved in many strategic planning sessions and wanted to publicly compliment Ms. Campbell on her strategic planning facilitation method.
- Vida Chan Lin asked Dr. Zaragoza to send the group his top 10 priorities.
- Shaundell Newsome thanked Ms. Campbell for the framework to keep focus.
- Tim Buchanan requested a synthesized version of the purpose, mission and vision to review and approve at next meeting.
- Deborah Campbell will schedule a call with Randy Robison and President Zaragoza and will include a communication containing the presentation from today and draft minutes.
- Jose Solorio commented this was one of the best meetings he's participated in.
- Randy Robison thanked everyone at CSN for all the work that goes into the meeting. He thanked everyone for their time and pre-work. He hopes we have a set of recommendations at the next meeting for action to move us forward.

6. *Approval of minutes were not agendized as an action item, so will be approved next meeting.*

7. ***New Business***

Chair Robison called for new business.

- Jose Solorio asked for an update on COVID protocols keeping campus employees and students safe.
- Ken Evans asked updates on innovative things done during 2020-21 to make up for lost time during COVID so we as the IAC know and can be good advocates for CSN.

8. ***Public Comment***

Chair Robison called for public comment. No public comment.

9. ***Adjourn***

Meeting adjourned at 1:08 pm.

Minutes respectfully submitted by: Annette Lord