College of Southern Nevada Institutional Advisory Council
Meeting Minutes
Tuesday, September 11, 2018

Welcome, call to order and roll call
The regular meeting of the Institutional Advisory Council was called to order at 11:02am.

Roll was called:

Present
- Chair Dr. Nancy E. Brune
- Vice Chair Randy Robison (via telephone)
- Dr. Susan Adamek
- John R. Bailey
- Tim Buchanan
- Jaime Cruz
- Maria Jose Gatti
- Peter Guzman

- Vida Chan Lin
- Shaundell Newsome
- Dennis Perea
- Jose Solorio
- Shari Wong
- CSN Faculty Senate Chair Dr. Darin Dockstader
- ASCSN President Andrew Sierra

Absent
- Paul Moradkhan
- Jonas Peterson

- CCSD Superintendent Dr. Jesus Jara

Dr. Brune welcomed and thanked council members for their attendance.

1. ***Public Comment***
   Dr. Brune called for public comment; there was no public comment.

2. ***Approval of Minutes***
   Dr. Brune called for approval of the minutes of the February 13, 2018 meeting. Upon motion duly made and seconded, the February 13, 2018 meeting minutes were approved.

3. ***President's Welcome & Update***
   CSN President Dr. Federico Zaragoza welcomed and thanked everyone for attending this meeting, and reported on the following:

   - Dr. Zaragoza addressed CSN's strategic agenda and provided a recap of his presentation at convocation. The landscape for community colleges is changing across the country; evaluation is now focused on completion instead of access.
   - CSN's theme is students first, and its primary target is student success, specifically completion and transfer. CSN is striving for 40% completion.

- Community colleges are also being evaluated by their alignment to the labor market. The indicator is whether students are graduating and whether they are employed with sustainable wages.
- It is important to align programs internally, including right-sizing. Las Vegas is currently experiencing industrial diversification, and it is important that our programs continue to meet the employment demands of the community. Programs should continue to be evaluated.
- The other side of alignment is P-16 alignment. CSN's growth comes primarily from the public school system. It is important that high school juniors and seniors understand the opportunities available to them at CSN and that they are college-ready. Dr. Zaragoza met with CCSD Superintendent Dr. Jesus Jara, and they discussed their respective backgrounds and tuition-free college availability. Academies in career and technological areas are also important so that young people can graduate with college credit and certifications that align with the workforce.
- CSN is committed to a multi-campus district structure. It is important that all students have a common student experience and that all campuses align to their respective communities.
- CSN recently completed a Department of Education financial aid audit. The auditors confirmed that the financial aid administrative system for the federal verification reporting requirement was compliant, and there will be no findings. Dr. Zaragoza complimented Vice President Juanita Chrysanthou and Vice President Mary Kaye Bailey and their teams. The auditors commended CSN for their responsiveness and the data presented.
- CSN continues to grow, with FTE enrollment up by 500 students. This growth is attributed to the success of the Nevada Promise Program. It is important that CSN work toward a more robust and streamlined process to grow for next fall.
- Construction of the student centers is underway, and should be completed by next fall. There will likely be celebrations when the centers are complete, and the IAC members will be invited to attend.
- There are two new bachelor of applied science programs: deaf studies and project management. These new programs will help to meet intense demand in Nevada. There is also a new associate of applied science in environmental studies degree.
- Funding for the health and science building and to build a new campus in the northwest are part of the upcoming legislative agenda. The northwest quadrant is the area farthest from any CSN campus.
- CSN's videography and film program won seven Emmy awards in June. The culinary arts, pastry arts, and food and beverage management programs were not only accredited, but received exemplary status.
- The community colleges that have been able to move the needle have been part of the national movement to increase graduation and to become high-performance community colleges. Lumina and Complete College America will be awarding grants to CSN to allow it to be part of these initiatives. CSN will report back to the IAC with specific data as to how CSN is working toward being one of the best community colleges in America.
- Mr. Newsome congratulated Dr. Zaragoza on his new position, and indicated that his interns are grateful to receive a check while in college, as it is an important piece for first generation students. Mr. Newsome asked how we can grow and connect with the Chambers and the small businesses to provide more internships? Dr. Zaragoza responded that there is a request for proposals to increase apprenticeship opportunities in both traditional and non-traditional areas. Groups like the Latin Chamber are important to bring employers together

and to create apprenticeship opportunities. The centers of excellence model, such as the HVAC program, involves clustering occupational demand programs in one facility. This increases the number of graduates, and employers can offer internships and even hire ahead of time. Another model is tuition reimbursement.

- Mr. Solorio welcomed Dr. Zaragoza and complimented him on all that he has accomplished during 10 days on the job, and remarked that it comes down to the question of how we recognize and get our message out to people who matter the most? It comes down to funding. Mr. Solorio said he looks forward to hearing how this can be done and future data.
- Mr. Guzman congratulated Dr. Zaragoza and thanked him for his consistency throughout the selection process. There is a shortage of construction workers in Nevada, including specialized welders, and he looks forward to connecting Dr. Zaragoza with the unions.
- Mr. Cruz welcomed Dr. Zaragoza, and asked if his one-stop services vision includes access to the publicly funded one-stop delivery system that he and Mr. Perea represent? Dr. Zaragoza responded that the multi-campus district model is geared toward one-stop, equal systems and community colleges need to work with their community partners.
- Dr. Brune asked how frequently Dr. Zaragoza would report back to the IAC with data in regard to his targets? Dr. Zaragoza responded that we should be able to provide data from semester to semester. The most robust indicator of student success is course completion.
- Dr. Brune also asked who funds the dual credit programs? Dr. Zaragoza responded that he recently spoke with Dr. Jara on future direction, and one thing that we can do is better structure the type of programming and enhance the student experience. Last year 44 high school students graduated with an associate's degree. There is a question of whether in the future there can be a joint request to the legislature from CSN/NSHE and CCSD for early college funding.
- Mr. Bailey asked Dr. Zaragoza what he foresees as his biggest challenge, and how can the IAC help him with that challenge? Dr. Zaragoza responded with funding, in particular for the health and science building and the northwest campus, and mentoring.

4. *Report from the Council Chair*
   Dr. Brune thanked the IAC members for attending events in the community and representing CSN, as well as Dr. Margo Martin for her service to CSN.

5. *Report from Vice Chancellor for Community Colleges*
   Vice Chancellor Mackinnon provided a report on system activities and issues of interest:
   - Vice Chancellor Mackinnon welcomed Dr. Zaragoza and noted that Dr. Zaragoza attended many events before his official start at CSN.
   - Dr. Vincent Solis is the new president at WNC. TMCC President Dr. Karin Hilgersom is currently the longest serving community college president.
   - There was a retreat in August and a list of priorities that the community college presidents have identified as a working plan for next year is forthcoming.
   - The Board of Regents recently approved a partnership with MGM that allows MGM employees to take online classes; these classes will be paid for by MGM.
   - The Chancellor convened the Chancellor's Workforce Advisory Group, which is a great opportunity to shape the direction of response to workforce needs in Nevada. It was determined that it is important to look at skills offered through degree programs, not just credentialing, and to make sure they align with employer needs. This advisory group is also looking more closely at nursing. The challenge in nursing is the high demand from the

workforce demand and students, as well as hiring sufficient faculty and the overall cost of the nursing programs. NSHE is talking with directors of nursing programs and providers to determine the challenges they face.
- Vice Chancellor Mackinnon thanked the IAC for their service.
- Mr. Newsome stated that it is a great pleasure to serve on the IAC.
- Mr. Solorio asked where in the system we are trying to get more educators? Vice Chancellor Mackinnon replied that they are working on how to address the educator pipeline shortage.
- Ms. Wong thanked Vice Chancellor Mackinnon and welcomed Dr. Zaragoza, and said that she was excited to hear discussion of online degrees. At Arcata Associates, her family's company, there are employees who could enroll in online classes. In high schools, Generation Z is the generation to open up capability of earning an associate's degree online while in high school.

6. ***Report from CSN's Faculty Senate Chair***
Faculty Senate Chair Dr. Darin Dockstader explained that Faculty Senate is the main mechanism of shared governance for CSN, and the main policy creation and recommending body. Faculty Senate maintains approximately 20 committees. Faculty Senate is excited about the Student Success Committee and the learning readiness tool it developed, as well as the meta-major strategy. A couple of upcoming projects are an examination and evaluation of CSN's program review processes, as well as updates to the Academic Integrity and Emeritus Policies.

Dr. Zaragoza commended Faculty Senate and Dr. Dockstader for their candor and diligence. Mr. Solorio said that he is always interested in the employees who are on the ground providing services, and encouraged Dr. Dockstader to enlighten the IAC as to how the faculty and staff feel at CSN. Dr. Dockstader replied that he and the other faculty senate chairs are working on a report in October for the Board of Regents regarding faculty concerns, and he can present that to the IAC in the future.

7. ***Report from CSN's Student Body President***
Student Body President Andrew Sierra thanked Dr. Brune, and explained that ASCSN is meant to bridge the divide between students and the administration. ASCSN plans to unveil a student-led, student-first agenda that will outline its goals and mission. The goals will align with the goals of CSN and NSHE. Mr. Sierra also thanked Dr. Zaragoza, administrators, and community partners.

8. ***Legislative Update***
Government Affairs Director Asha Jones provided a report on the CSN legislative agenda:
- Ms. Jones stated that she is working to engage students, faculty and staff through lobbying training, collaborating with student government, bringing candidates to campus, Pizza and Politics (for elected officials), Coffee and Conversation with the Candidates, letter writing, speaking on the record, and making sure that CSN is well-represented during public comment on education days at the legislature.
- Congresswoman Titus recently took a tour of CSN and spoke to students who are veterans. Other candidates and elected officials will be offered tours, as well.
- CSN day at the legislature is tentatively scheduled for March 25, 2019.
- Ms. Jones began one-on-one meetings with legislators and candidates. It's important that CSN inform them about us. CSN IR gathered data to see where CSN students reside and if they are registered to vote. Ms. Jones wants the legislators and candidates to be advocates

for CSN. She met with Senator Woodhouse yesterday. Local and federal legislators play a role, too.

- The legislative process began in 2017. In August of 2018, Ms. Jones received the final agenda so she could hit the ground running. The agenda includes funding the health and science building, prisoner reentry program, and Nevada Promise.
- The Southern Nevada Forum, which is led by the Metro Chamber, is comprised of the committees that decide the initiatives that the Metro Chamber will support. The health and education committees are championing our health and science building. The committee priorities will be decided at the final Southern Nevada Forum meeting is on September 26th.
- Our legislative priorities are the Nevada Promise "fix" bill with a fiscal note of $3 million, prison education program with a $300,000 fiscal note, health and science building with a fiscal note of $70 million, and the northwest campus planning funding with a fiscal note of $4 million.

Dr. Zaragoza commended Ms. Jones for her efforts. Mr. Solorio stated that CSN is lucky to have Ms. Jones, and he wanted to make sure that we cover all legislators. He suggested emailing students when assistance is needed with a particular legislator.

9. *Access Strategies at CSN*
   Interim Vice President of Transition Activities Dr. Margo Martin presented on CSN access strategies that align with NSHE's Strategic Goal of Access: Increase Participation in Post-Secondary Education:
   - There are two specific initiatives that CSN is using to increase student access: Nevada Promise and Jumpstart. These target Southern Nevada's K-12 pipeline and share a partnership with CCSD. High school seniors are our largest market, comprising 52.5% of the first time in college (FTIC) students. 5.6% of CSN's enrollment comes from dual and concurrent enrollment students. Of all traditional age students (18-24 years old) participating in higher education in Southern Nevada, 34% attend CSN; CSN is only capturing 13% of the African-American and 18% of the Hispanic traditional student population. Over 17,000 students graduated from CCSD in 2017 and approximately 3,000 enrolled at CSN.
   - There have been challenges with Nevada Promise, including the requirements of service hours, FAFSA completion and verification, and mentoring. The process needs to be streamlined and students truly interested in attending CSN need to be targeted. Student and parent notifications also need improvement. CSN anticipates moving from 751 qualified students in fall of 2018 to 3,000 by fall of 2021.
   - There have also been scalability challenges with dual and concurrent enrollment, including ample qualified faculty, funding for tuition and books, and limited seats for CSN High Schools. The number of students who graduate with a high school diploma and associate's degree can be increased by changing program structure and increasing the number of college offerings in the high school program. We should also do more to increase career and technical education. In 2017-2018, CSN served about 2,000 high school students in dual and concurrent enrollment experiences. The goal is to serve 3,200 high school students in these experiences in 2021-2022. Another goal is to offer concurrent enrollment classes in 45 high schools by 2021-2022.
   - Mr. Perea said there has been an increase in fees, and asked if part of the accessibility function is being transparent about the increase in fees prior to application? Mr. Sierra responded that he has spoken with Dr. Zaragoza and the Vice-Presidents regarding increasing transparency about fees, but students also face issues such as homelessness,

food insecurity, and textbook prices. ASCSN is working on addressing these issues with the administration.

- Mr. Newsome said that one of the biggest issues is resources for the student experience, and that some students might not know what they are going to experience at CSN. He recommended working with organizations like 100 Black Men for mentoring. Dr. Martin responded that CSN has learned a great deal in terms of what worked well in regard to Nevada Promise, and there are two ways to look at Nevada Promise: scholarship to get students in the door and as a program. CSN needs to find ways to engage students and get them through the program. Vice Chancellor Mackinnon further responded that Nevada Promise was modeled after Tennessee, and that it is an information campaign that removes the issue of affordability. In Nevada, 38% of high school graduates did not complete the FAFSA. Mr. Sierra mentioned that he is concerned that students will drop-out, and encouraged mentor programs.
- Mr. Newsome responded that he knows that the effort is there, but that it is more deeply-rooted. There's a program called the "Collegiate 100" that puts 100 Black men on every campus to push young men and women. Students drop out because they lose interest. Mr. Newsome stated that he is willing to assist.
- Vice President Chrysanthou said that CSN realizes that it needs a multi-dimensional approach for assistance in showing students the connection between education and the future. Academic advising was discussed at a recent meeting, which is key to helping students connect and engage, and a revision of the advising model was discussed. Vice President Chrysanthou would like to bring back an update of what has been changed in advising and counseling, and thanked Mr. Newsome for his comments.
- Mr. Solorio suggested that in the future if Dr. Jara cannot attend, then someone from CCSD attend in his absence. Mr. Solorio supports Mr. Newsome's suggestions of having organizations come in to assist. We need to make sure that advisors are accessible to students. We also need to look at affordability. Mr. Solorio said he is the chair of the CSN/CCSD subcommittee, and everyone is welcome to attend the next meeting.

10. **Nevada Promise Update**
    Maria Marinch, CSN's Executive Director of Inclusive Learning and Engagement provided an update on the Nevada Promise Scholarship Program for IAC discussion and input:
    - Ms. Marinch thanked the IAC members, Vice Chancellor Mackinnon, the vice presidents, and her staff for their commitment to and assistance with Nevada Promise.
    - CSN welcomed its first cohort of Promise students. Tentatively, 1,668 students finished the non-financial requirements, 802 fulfilled the financial aid requirements, 663 students enrolled and received financial aid, and 434 received Promise funds.
    - Ms. Marinch and her team worked with IR to determine that 1,195 students who went through the Promise process enrolled at CSN.
    - Promise students are participating in about 14 different academic programs. Beginning this year, students are being asked what area of study they are interested in at the time of application to help to connect them with programs and advisors earlier. If the students are unsure then they can be connected with recruitment and advisors, too.
    - In order to help ensure success, the Promise team is working on various programming and interventions, such as working with mentors to make sure they check in with students throughout the semester, tracking students to make sure they do not drop below 12 credits,

administering surveys, and holding industry days where students are linked to mentors in various industries.

- Applications are available for the senior class of 2019. As of September 10, 2018, approximately 1,495 applications had been received. CSN is meeting with CCSD counselors so that they can receive tools to promote Nevada Promise. CCSD has been a great partner.
- This year there are "priority deadlines" to encourage students to complete requirements earlier, including the FAFSA prior to December 31st. There will be workshops held as soon as FAFSA opens.
- Ms. Marinch thanked everyone for their assistance with mentoring. Over 900 mentors were verified. 506 were active, and 293 have recommitted so far. This year there will be a mentoring tiered approach consisting of three levels.
- Last year many students found that meeting the community service requirement was a challenge. The Nevada Promise team is working to address this issue by reaching out to non-profits and identifying community service opportunities. Opportunities will be listed on a calendar.
- Mentors will be continuously recruited and trained. There is a 48% attrition rate for mentors. Software for mentors and students to engage will be deployed this semester.
- Ms. Marinch asked IAC members to help in promoting the Promise application, and identifying mentoring partners and community service opportunities.
- Mr. Solorio asked what kind of organizations can offer community service? Ms. Marinch replied that it needs to be a community organization, but it does not have to be a 501(c)3. Mr. Solorio also asked how many full-time staff did it take for the Nevada Promise team to accomplish what they did this past year? Ms. Marinch said it is a college-wide process, but there are three people who focus on mentoring and services.
- Mr. Perea asked why some of the bottom-performing schools were not on the initial list of Nevada Promise applications? What is Legacy High School doing differently than Mojave High School? Ms. Marinch said that that it was only an initial list, and CCSD counselors will receive a list of students who have not applied so that they can encourage them.
- Vice Chancellor Mackinnon commended Ms. Marinch for being a tireless champion of the Nevada Promise Program, and stated that she was asked to chair a subcommittee of a state-wide implementation group. Ms. Marinch also led application redesign.
- Ms. Gatti welcomed Dr. Zaragoza, and said that today was one of the best meetings. She reported that the Promise Program was the first program at CSN in the last six years to submit a grant application to the MGM Foundation. It is important that everyone works together to address community needs, such as student homelessness.

11. *New Business*

Dr. Brune called for new business items for future meetings; there was none.

12. *Public Comment*

Dr. Brune called for public comment; there was none.

13. *Adjourn*

Meeting adjourned at 1:08 pm.

Minutes respectfully submitted by: Stephanie Knoblach