



NEVADA LEGISLATURE
COMMITTEE TO CONDUCT AN INTERIM STUDY
CONCERNING COMMUNITY COLLEGES
(Senate Bill 391, Chapter 494, *Statutes of Nevada 2013*)

SUMMARY MINUTES AND ACTION REPORT

The first meeting of the Nevada Legislature's Committee to Conduct an Interim Study Concerning Community Colleges was held on January 28, 2014, at 9:30 a.m. in Room 4401 of the Grant Sawyer State Office Building, 555 East Washington Avenue, Las Vegas, Nevada. The meeting was videoconferenced to Room 3138 of the Legislative Building, 401 South Carson Street, Carson City, Nevada, and to the Chilton Circle Modular Conference Room at Great Basin College, 1500 College Parkway, Elko, Nevada. A copy of this set of "Summary Minutes and Action Report," including the "Meeting Notice and Agenda" ([Exhibit A](#)) and other substantive exhibits, are available on the Nevada Legislature's website at <http://www.leg.state.nv.us/interim/77th2013/committee/>. In addition, copies of the audio record are available through the Legislative Counsel Bureau's Publications Office (e-mail: publications@lcb.state.nv.us; telephone: 775/684-6835).

COMMITTEE MEMBERS PRESENT IN LAS VEGAS:

Senator Joyce Woodhouse, Chair
Assemblyman Paul Aizley, Vice Chair
Senator Barbara K. Cegavske
Assemblyman Pat Hickey
Assemblywoman Marilyn Kirkpatrick

COMMITTEE MEMBER PRESENT IN CARSON CITY:

Senator Debbie Smith

LEGISLATIVE COUNSEL BUREAU STAFF PRESENT:

Kelly S. Richard, Senior Research Analyst, Research Division
H. Pepper Sturm, Chief Deputy Research Director, Research Division
Diane C. Thornton, Senior Research Analyst, Research Division
Eileen G. O'Grady, Chief Deputy Legislative Counsel, Legal Division
Karly O'Krent, Deputy Legislative Counsel, Legal Division
Anne Vorderbruggen, Senior Research Secretary, Research Division
Christina Harper, Senior Research Secretary, Research Division

OPENING REMARKS

- Chair Woodhouse welcomed members, presenters, and the public to the first meeting of the Committee to Conduct an Interim Study Concerning Community Colleges. She introduced Committee members and staff, and asked Committee members to provide brief introductory remarks.

Chair Woodhouse remarked Senate Bill 391 (Chapter 494, *Statutes of Nevada 2013*) required the Committee to review governance and funding methods for community colleges; examine relationships among school districts, workforce development entities, and community colleges; and examine effective relationships between businesses and community colleges.

She introduced Senator Smith as the Chair of the Subcommittee on Governance and Funding and Assemblywoman Kirkpatrick as the Chair of the Subcommittee on Academics and Workforce Alignment.

PUBLIC COMMENT

- Brian McAnallen, Vice President, Government Affairs, Las Vegas Metro Chamber of Commerce, emphasized the business community's priority to train and employ individuals. He questioned whether the current governance structure is the correct structure for Nevada's community colleges. Mr. McAnallen requested the subcommittee meetings be scheduled so all interested parties could participate.
- Ray Bacon, Executive Director, Nevada Manufacturers Association, submitted written comments ([Exhibit B](#)) and indicated there are significant skills gaps affecting numerous business sectors. Mr. Bacon emphasized the need for community colleges to be responsive, competitive, focused on customer needs, and provides relevant job skills.

REVIEW OF THE COMMITTEE'S DUTIES AND RESPONSIBILITIES

- Kelly S. Richard, Senior Research Analyst, Research Division, Legislative Counsel Bureau (LCB), provided an overview of S.B. 391, which established a six-member committee to study methods of governance and financing for Nevada's community colleges ([Exhibit C](#)).

Ms. Richard indicated the Committee may submit up to five bill draft requests (BDRs) for consideration by the 2015 Legislature. She said a work session will be conducted at the last Committee meeting and members will vote to submit recommendations for BDRs.

OVERVIEW OF THE NEVADA SYSTEM OF HIGHER EDUCATION (NSHE)

- Kevin J. Page, Chairman, Board of Regents (Board), stated the Board serves Nevada by shaping policy and providing governance for eight institutions within the Nevada System of Higher Education (NSHE), including four community colleges. He stated the mission of NSHE is to provide higher education to the citizens of the State at an excellent level of quality consistent with the State's resources. Mr. Page commented that NSHE provides an educated and skilled workforce for economic growth and noted research shows community colleges serve as a gateway to higher education for many first generation, low-income students. Mr. Page concluded by confirming community colleges are an essential part of NSHE and play a crucial role in shaping the future of Nevada.
- Daniel J. Klaich, J.D., Chancellor, Administrative Services, NSHE, described NSHE's structure, its governance of community colleges, and mission. He added being responsive to the needs of businesses is critical and evidenced by the re-engineering of the economic development structure of the State. Chancellor Klaich stated the Board responded by forming a special committee focusing on workforce, research, and economic development. He further offered NSHE serves as a resource for the Committee and provided the "NSHE Reference Guide-Nevada's Community Colleges" prepared at the request of Chair Woodhouse ([Exhibit D](#)).

Chancellor Klaich discussed the fundamental changes in the funding of higher education that have taken place since the 2013 Legislature. He indicated the funding realignment was a positive change but created issues for the northern community colleges. Chancellor Klaich acknowledged the three northern community colleges could share "back-office" services in an effort to reduce administrative costs.

Responding to an inquiry from Vice Chair Aizley, Chancellor Klaich stated the Board oversees public higher education institutions and the Commission on Postsecondary Education provides oversight of private postsecondary educational institutions operating in Nevada.

Discussion ensued between Vice Chair Aizley and Chancellor Klaich regarding governmental agencies and private entities providing employment in Nevada.

- Assemblywoman Kirkpatrick requested information regarding the cost to educate a community college student versus a university student.

Discussion ensued between Assemblywoman Kirkpatrick and Mr. Page regarding the time spent during Board meetings on community college issues.

There was discussion between Assemblywoman Kirkpatrick and Chancellor Klaich regarding:

- The cost of textbooks and whether the textbook cost is factored into the cost to the student;
 - Alignment of curriculum development with workforce needs identified by the Department of Employment, Training, and Rehabilitation (DETR); and
 - Matching education and experience of a student with job vacancies.
- Senator Cegavske posed the following questions:
 - How many credits are required for a degree in engineering?
 - Can you obtain a certificate in engineering?
 - What are the course offerings in engineering at community colleges?
 - Is there a requirement that students must purchase a textbook in order to pass a course?
 - What are the graduation rates at universities and community colleges?
 - What is the policy when a course is not offered during a semester and a student must enroll for additional semester(s) to obtain the degree or certificate?

Chancellor Klaich responded current graduation rates are unacceptable, but with amended policies, the rates are improving. He offered to provide links to the NSHE website where members could view graduation rates for each institution. Chancellor Klaich emphasized the revised funding formula is based on completions, graduations, and performance.

- Chair Woodhouse indicated the data from Complete College America, as well as NSHE, would be helpful to the Subcommittee on Academics and Workforce Alignment.

Discussion ensued between Vice Chair Aizley, Assemblywoman Kirkpatrick, and Chancellor Klaich regarding the affordability of higher education; availability of courses; inclusion of textbook costs into tuition costs; and higher education completion rates.

- Chair Woodhouse called for public comment; however, no testimony was presented.

PRESENTATION ON NEVADA'S COMMUNITY COLLEGES

College of Southern Nevada (CSN)

- Michael D. Richards, Ph.D., President and Chief Executive Officer, CSN, gave a Microsoft PowerPoint Presentation, titled "College of Southern Nevada-Mission, Successes, Challenges" ([Exhibit E](#)), and reviewed several supporting documents ([Exhibit E-1](#)). He highlighted the following information regarding the college's:

- Mission and strategic plan;
 - Scope of operations;
 - Campus demographics;
 - Credit, non-credit enrollments, and locations;
 - Key indicators and ratios: students to faculty and advisors or counselors;
 - Successes on graduation rates, community partnerships, and workforce development;
 - Performance indicators and data systems;
 - Certificate programs that require less than 30 credits;
 - Benefits of attendance;
 - Innovative learning; and
 - Challenges specific to the college.
- Assemblywoman Kirkpatrick commented on the data collection process and expressed a desire to see data collected in a different way. She emphasized the importance of recognizing certificates and addressing the funding and revenue issues.

Responding to Assemblywoman Kirkpatrick's inquiry regarding the effectiveness of CSN's advisory committees, Dr. Richards stated members of advisory committees are appointed approximately every two years and are a valuable resource ensuring curriculum meets the needs of students.

- Dr. Richards emphasized an industry-recognized certificate leads to employment and enriches the employment experience.
- Senator Cegavske submitted a 1968 report titled *Recommendations for Community College Education in the State of Nevada. A Report to the Superintendent of Public Instruction* ([Exhibit F](#)) for the record.

There was discussion between Senator Cegavske and Dr. Richards regarding:

- Ability and tools necessary to analyze and understand a student's interest and aptitude in order to meet the student's educational goals;
 - Data collection and collaboration with school districts with the ability to track K-12 students to the higher education system;
 - Acquiring a learning management system for distance learning instruction;
 - Necessity and value of certificates in the business community;
 - Shortage of skilled trade workers, the availability of apprenticeship programs, and a working relationship with trade unions; and
 - Shortage of qualified school counselors and training faculty as advisors and counselors.
- Upon a request from Senator Cegavske, it was noted Frank R. Woodbeck, Director, DETR, will provide a brief overview of the new Paul Laxalt Center for Nevada Workforce Development located on the CSN Cheyenne campus later in the agenda.

Great Basin College (GBC)

- Mark A. Curtis, Ph.D., President, GBC, provided a brief overview of GBC. He highlighted the college's ([Exhibit G](#)) ([Exhibit G-1](#)):
 - Mission and vision;
 - Campus locations, demographics, and operations;
 - Degree program offerings; and
 - Funding struggles and successes, including graduation rates, community partnerships, and workforce development.

There was a discussion between Senator Cegavske and Dr. Curtis regarding a student wait list for certain courses, programs, and GBC faculty salaries as compared to other community colleges.

Truckee Meadows Community College (TMCC)

- J. Kyle Dalpe, Ph.D., Associate Dean and Chief of Staff, Office of the President, TMCC, discussed the college's ([Exhibit H](#)):
 - Programs and transfer agreements;
 - Grant awards;
 - Textbook rental program; and
 - Initiatives, outcomes, and graduation rates.

In response to Senator Cegavske's question, Dr. Dalpe stated TMCC prepares students in the industries of manufacturing, auto, diesel technology, and geothermal energy.

Western Nevada College (WNC)

- Chester O. Burton, Acting President, WNC, provided a Microsoft PowerPoint presentation ([Exhibit I](#)), that highlighted the college's:
 - Student demographics;
 - Mission and core themes;
 - Student success;
 - Institutional strengths and excellence;
 - Comparison metrics;
 - Budget overview and comparison;
 - Student services and initiatives;
 - Veteran's center;
 - Jump Start College partnership;
 - Latino Cohort program;
 - Sports programs;
 - Anticipated academic outcomes; and
 - Workforce development and partnerships.

- Senator Cegavske thanked Mr. Burton for providing services to veterans to help them succeed.
- Assemblywoman Kirkpatrick expressed concerns regarding: (1) the effect of deferred maintenance and purchases to meet budget requirements; (2) the time lapse of setting up internships; and (3) the cost of providing additional resources.
- Mr. Burton responded WNC continues to meet critical maintenance schedules but has delayed non-priority maintenance and purchases. He stated WNC cannot provide the coordination of additional internships with current staffing.

OVERVIEW OF MODELS OF GOVERNANCE AND COORDINATION OF HIGHER EDUCATION

- Aims C. McGuinness Jr., Ph.D., Senior Associate, National Center for Higher Education Management Systems (NCHEMS), provided an overview of college governance ([Exhibit J](#)). His comments focused on the following areas:
 - Differences among states;
 - Patterns of financing and structure;
 - Trends in community college governance;
 - Expanding the mission of an existing technical college system;
 - Consolidation of community and technical colleges;
 - Access-oriented state universities under a single governing board;
 - Consolidating oversight of locally governed community colleges under a statewide university governing board;
 - Eliminating a state-level coordinating board for locally governed community colleges;
 - Strengthening a community college system to align with statewide goals for college completion; and
 - Mission distinction between community colleges and universities.

Dr. McGuinness reiterated the importance of acknowledging issues and conflicts within the various institutions to achieve a balance between the university and community college sector.

He addressed the following considerations for changes in a higher education governance structure:

- Consolidation;
- Students attending college at more than one type of institution;
- The importance of institutional collaboration and maintenance of relationships;
- The demographic and geographic diversity of Nevada; and
- The institutional capacity to deliver programs.

Responding to questioning by Assemblyman Hickey regarding autonomy in the area of funding, Dr. McGuinness replied the challenge is addressing system fragmentation, identifying the issues, and maintaining local control. He added it is the role of the system to determine how institutions can work individually and collaboratively to differentiate policies recognizing the needs of both the rural and urban populations.

In response to Vice Chair Aizley's query regarding when one governance structure would be appropriate for three community colleges, Dr. McGuinness cautioned that before changing the governing structure you need to consider the changing student needs, degree of funding, and availability of resources.

- Assemblywoman Kirkpatrick stated smaller community colleges need to ensure they have the right tools to ensure students are productive and can achieve a livable wage.

Discussion ensued between Assemblywoman Kirkpatrick and Dr. McGuinness discussing methods of ensuring the needs of students and employers are being met. Dr. McGuinness offered one alternative would be to split community colleges from the university system and provide governing boards for each community college. He stated the benefit of this system would be a focus on the specific needs of each community college.

Responding to Senator Cegavske's question regarding preference of a governance structure, Dr. McGuinness recommended: (1) maintaining the current structure; (2) collaborating with the Board of Regents to outline the differences between the university and community college missions; (3) ensure finance and governing policies concur with the missions; and (4) obtain a clear definition of the needs in all areas of the State.

DISCUSSION OF RESEARCH RELATED TO LOCAL GOVERNMENT TAX CAPACITY

- Mike Alastuey, Director, Public Policy and Analysis, Applied Analysis, provided an overview of the report *Local Property Tax Funding for Nevada's Community Colleges Preliminary Issues Identification* ([Exhibit K](#)). He described Nevada's decision in 1969 to not fund community colleges with property tax revenue and addressed the following items:
 - History of funding for community colleges in Nevada and adjacent states;
 - Revenue capacity and constitutional issues;
 - Differences in governance structures;
 - Statewide augmentation or diversion of local revenue for higher education;
 - Net proceeds of mines;
 - Financial status of Nevada's largest local governments;
 - Taxation options; and
 - Supplanting of resources.

Mr. Alastuey concluded the Nevada Legislature, over time, has affirmatively voted to: (1) create community colleges as State institutions governed by the same Board as

the universities; (2) repeal the authority of local education boards to set property tax rates for school operations; (3) cap property tax rates; and (4) tax net proceeds of mines at the maximum rate allowed by the *Nevada Constitution*.

PRESENTATION CONCERNING THE SMALL COLLEGE SHARED SERVICES ALLIANCE EVALUATION

- Geri Anderson, Ed.D., Consultant, NSHE, gave a Microsoft PowerPoint presentation titled “A National View of Higher Education – Pressures, Changes & New Priorities” ([Exhibit L](#)). She stated she has been working with NSHE and the three northern community colleges on an initiative to sustain services to their communities by utilizing a shared service model for back office function, which allows each individual college to focus on its core mission.

Dr. Anderson provided an overview of the following trends:

- Digital education;
- Declining revenue;
- Increasing regulatory pressure;
- Preventing dips in public perception of value; and
- Managing risks of data culture.

Dr. Anderson explained the strategy of shared services as a customer-focused organizational structure providing back-office support to eliminate redundant processes and achieve cost savings. She reviewed highlights of a report titled *Small College Shared Services Alliance Evaluation for the Nevada System of Higher Education* ([Exhibit M](#)).

There was discussion between Assemblywoman Kirkpatrick and Dr. Anderson regarding the shared service model and the effect on community college employees with a shift in the role and duties of the employee without job loss.

OVERVIEW OF POLICIES AND PROGRAMS COORDINATING COMMUNITY COLLEGES WITH WORKFORCE NEEDS AND ECONOMIC DEVELOPMENT GOALS

- Frank R. Woodbeck, Director, DETR, gave a Microsoft PowerPoint presentation titled “Overview of Policies and Programs – Coordinating Community Colleges with Workforce Needs and Economic Development Goals” ([Exhibit N](#)) with the following highlights:
 - Industry Sector Councils;
 - Manufacturing in Nevada;
 - Right Skills Now program;
 - Jobs for America’s Graduates pilot program;
 - DETR’s partnership with Washoe County School District and TMCC; and

- Career Development Centers.
- In response to Assemblyman Hickey's question regarding challenges in providing training due to the reductions in courses offered at the WNC Fallon campus, Mr. Woodbeck stated that communication and a collaboration utilizing existing resources could alleviate those challenges.

Discussion ensued between Senator Smith and Mr. Woodbeck concerning the need for businesses to ascertain and communicate the demand for current and future skilled employees to economic and workforce development officials and the community colleges.

There was a discussion between Senator Cegavske and Mr. Woodbeck regarding the implementation of a skill set assessment program for the unemployed, underemployed, and young adults to identify skill gaps, and recognition of certificate programs.

- Upon questioning from Senator Smith, Mr. Woodbeck replied DETR works with State agencies on workforce development, budgetary concerns, and finding qualified applicants for job vacancies. Mr. Woodbeck concurred with Senator Smith's observation regarding the difficulty in finding qualified information technology technicians, the need to create avenues to train and locate qualified individuals, and involvement of the sector councils in the process.
- Assemblyman Hickey commented on the success of career and technical academies and questioned whether additional career and technical academies would produce more graduates. Mr. Woodbeck responded he would be an advocate for expanding the number of career and technical academies due to those schools' 90 percent graduation rate.
- Chair Woodhouse called for public comment; however, no testimony was presented.
- Chair Woodhouse recessed the Committee meeting at 3:20 p.m. to allow the Subcommittees on Governance and Funding and Academics and Workforce Alignment to meet.

REPORTS OF SUBCOMMITTEE CHAIRS

Subcommittee on Governance and Funding

Senator Debbie Smith, Chair, Subcommittee on Governance and Funding, reported staff would determine meeting dates based on Subcommittee members' schedules and the schedule of the Subcommittee on Academics and Workforce Alignment.

Subcommittee on Academics and Workforce Alignment

Assemblywoman Marilyn Kirkpatrick, Chair, Subcommittee on Academics and Workforce Alignment, reported the Subcommittee scheduled February 18, 2014, and March 12, 2014, for future meetings.

PUBLIC COMMENT

- Chair Woodhouse called for public comment; however, no testimony was presented.

ADJOURNMENT

There being no further business to come before the Committee, the meeting was adjourned at 4:57 p.m.

Respectfully submitted,

Christina Harper
Senior Research Secretary

Kelly S. Richard
Senior Research Analyst

APPROVED BY:

Senator Joyce Woodhouse, Chair

Date: _____

LIST OF EXHIBITS

[Exhibit A](#) is the “Meeting Notice and Agenda” provided by Kelly S. Richard, Senior Research Analyst, Research Division, Legislative Counsel Bureau (LCB).

[Exhibit B](#) is a memorandum dated January 27, 2014, to Chair Woodhouse and Committee members, regarding Senate Bill 391 Interim Study on Community Colleges, submitted by Ray Bacon, Executive Director, Nevada Manufacturers Association, Carson City.

[Exhibit C](#) is a memorandum dated January 28, 2014, to the Members of the Committee to Conduct an Interim Study Concerning Community Colleges (Senate Bill 391, Chapter 494, *Statutes of Nevada 2013*), regarding an overview of the Committee to Conduct an Interim Study Concerning Community Colleges, submitted by Kelly S. Richard, Senior Research Analyst, Research Division, LCB.

[Exhibit D](#) is a report titled *NSHE Reference Guide-Nevada’s Community College* prepared by the Nevada System of Higher Education (NSHE) Office of Government and Community Affairs, submitted by Daniel J. Klaich, J.D., Chancellor, Administrative Services, NSHE.

[Exhibit E](#) is a Microsoft PowerPoint presentation titled “College of Southern Nevada–Mission, Successes, Challenges” dated January 2014, furnished by Michael D. Richards, Ph.D., President and Chief Executive Officer, College of Southern Nevada.

[Exhibit E-1](#) is a packet of information offered by Michael D. Richards, Ph.D., President and Chief Executive Officer, College of Southern Nevada, which includes:

- A document titled “Nevada Workforce Development” with Appendix Items 1, 2, and 3;
- A document titled “Operations Briefing”;
- A document titled “Course Locations”;
- A pamphlet titled *Nevada Workforce Development Center – Workforce Funding and Training Solutions for Nevada Employers*;
- A pamphlet titled *TAACCCT Facilities Maintenance and Operations Training Program*;
- A document titled “College of Southern Nevada and Western Apprenticeship Coordinators Association of Southern Nevada”;
- A document titled “College of Southern Nevada Division of Apprenticeship Studies - Enrollment Information for Apprenticeship Students”;
- A program catalog titled *Community and Personal Enrichment Programs*; and
- A course catalog titled *American Heart Association, Healthcare Programs & Emergency Medical Services Course Catalog 2014*.

[Exhibit F](#) is a report dated December 1968, titled *Recommendations for Community, College Education in the State of Nevada: A Report to the Superintendent of Public Instruction*, authored by Arthur D. Little, Inc., offered by Senator Barbara K. Cegavske.

[Exhibit G](#) is a document titled “An Overview of Great Basin College” provided by Mark A. Curtis, Ph.D., President, Great Basin College (GBC).

[Exhibit G-1](#) is a map of GBC's current assigned service area and communities served, submitted by Mark A. Curtis, Ph.D., President, GBC.

[Exhibit H](#) is the prepared remarks of J. Kyle Dalpe, Ph.D., Associate Dean and Chief of Staff, Office of the President, Truckee Meadows College.

[Exhibit I](#) is a Microsoft PowerPoint presentation titled "Quality Higher Education & Workforce Development for Western Nevada Communities" presented by Chester O. Burton, President, Western Nevada College.

[Exhibit J](#) is a document titled "Community College System Across the 50 States" dated January 28, 2014, provided by Aims C. McGuinness Jr., Ph.D., Senior Associate, National Center for Higher Education Management Systems.

[Exhibit K](#) is a report titled *Local Property Tax Funding for Nevada's Community Colleges, Preliminary Issues Identification*, dated January 21, 2014, prepared by Applied Analysis and provided by Mike Alastuey, Director, Public Policy and Analysis, Applied Analysis, Las Vegas.

[Exhibit L](#) is a Microsoft PowerPoint presentation titled "A National View of Higher Education-Pressures, Changes & New Priorities" presented by Geri Anderson, Ed.D., Consultant, NSHE.

[Exhibit M](#) is a report titled *Small College Shared Services Alliance Evaluation for the Nevada System of Higher Education* submitted by Geri Anderson, Ed.D., Consultant, NSHE.

[Exhibit N](#) is a Microsoft PowerPoint presentation titled "Overview of Policies and Programs- Coordinating Community Colleges with Workforce Needs and Economic Development Goals" presented by Frank R. Woodbeck, Director, Nevada's Department of Employment, Training and Rehabilitation.

This set of "Summary Minutes and Action Report" is supplied as an informational service. Exhibits in electronic format may not be complete. Copies of the complete exhibits, other materials distributed at the meeting, and the audio record are on file in the Research Library of the Legislative Counsel Bureau, Carson City, Nevada. You may contact the Library online at www.leg.state.nv.us/lcb/research/library/feedbackmail.cfm or telephone: 775/684-6827.