



NEVADA STATE
COLLEGE

Nevada's comprehensive baccalaureate institution of higher learning

ACADEMIC STRATEGIC PLAN
2009 – 2014

INTRODUCTION

Nevada State College was established in 2002 as Nevada's first and only mid-tier institution in the Nevada System of Higher Education. As the first four-year comprehensive college in the state, NSC is dedicated to providing quality education, social, cultural, economic and civic advancement to the citizens of Nevada. The College also addresses Nevada's need for increased access to higher education. Nevada State College places special emphasis on meeting the state's need for effective, highly educated, skilled teachers and nurses and offers a wide range of baccalaureate degree programs grounded in the liberal arts and sciences.

MISSION AND CORE VALUES

MISSION

The mission statement of Nevada State College expresses the purpose, value and principles of the institution.

Nevada State College is a comprehensive baccalaureate institution of higher learning. A member college of the Nevada System of Higher Education, Nevada State College is dedicated to providing quality educational, social, cultural, economic, and civic advancement for the citizens of Nevada. Through student-centered learning, Nevada State College emphasizes and values: exceptional teaching, mentoring, advisement; scholarship; career and personal advancement; continuing education; and service to our community. The college helps address Nevada's need for increased access to higher education for students entering the higher education system and for students transferring from the state's community colleges.

The College offers a wide range of baccalaureate programs and selected masters programs designed to meet the general needs of the State of Nevada and the specific needs of the southern region of the state. Special emphasis is placed on addressing the state's need for effective, highly educated and skilled teachers and nurses, and commitment is made to developing and promoting partnerships with Nevada's public school system, the state's health care providers, and Nevada's colleges and universities. The curriculum of Nevada State College will be based upon the community's needs, the needs of business and industry, and the desires and demands of the students.

CORE VALUES

The core values of the College are based upon the six *iTeach* values, which represent innovation, teaching excellence, economic development, assessment, customer service, and heritage.

Innovation

We are a community of educators bound by our passion for teaching and serving

our students in an environment that fosters creative and effective approaches to learning.

Teaching Excellence

We believe, without exception, that our most important endeavor is providing students with an exemplary education.

Economic Development

We are committed to enhancing Nevada’s economy by serving as an engine for growth and diversification and by providing students with opportunities for economic success.

Assessment

We practice an approach to education that instills in ourselves and our students the value of reflection, continual improvement and accountability.

Customer Service

We settle for nothing short of remarkable service and satisfaction for our students and other campus constituents.

Heritage

We embrace the unique qualities and characteristics that make us who we are as individuals and as a community.

INSTITUTIONAL GOALS

GOAL 1: ADVANCE OUR ACADEMIC PROGRAMS

Our foremost academic goal at Nevada State College is to help students achieve a wide range of high-quality baccalaureate degrees. To this end, we strive to offer an education characterized by small class sizes, personalized attention, advanced technology, and exemplary teaching practices. In the pursuit of this education, we will continue to hire faculty who possess recognized expertise in their fields and prioritize student learning and success above all other endeavors. To ensure the quality of our existing programs, we will evaluate and revise degree offerings through a rigorous, data-driven assessment process. As NSC continues to grow, we will fulfill our commitment to the state by maintaining academic excellence, developing new state-of-the-art facilities, and by establishing new programs based on student and community needs.

STRATEGY 1.1

Develop an innovative core curriculum that prioritizes sustainability, critical thinking, and writing skills, fosters a sense of community among students, and generates enthusiasm for lifelong learning

TACTICS

- Appoint a General Education Taskforce to assess relevance and appeal of core curriculum to NSC students
- Integrate diversity and social justice into core curriculum
- Revise the First Year Experience (FYE) to improve retention and student engagement
- Develop an Interdisciplinary Undergraduate Research Center to encourage student research projects with faculty mentors
- Develop InTech Internship program to promote student research in educational technology by providing internships for undergrads throughout the year to assist faculty with course development as well as post-baccalaureate internships during the summer Technology Fellows Institute

STRATEGY 1.2

Develop new degree programs that meet the needs and interests of our students and complement our state-wide mission

TACTICS

- Conduct surveys to determine student and community needs regarding degree pathways and professional goals
- Develop and propose a School of Business
- Hire a Dean for the School of Business
- Conduct a feasibility study for the Early Childhood program
- Develop and propose an Instructional Technology Post Baccalaureate Certificate
- Propose and implement a mathematics degree
- Collaborate with community colleges to develop and maintain two + two degree programs and articulation agreements that reflect the College's mission
- Provide continued resources for the Online Taskforce in order to develop quality online courses and degree programs

STRATEGY 1.3

Increase the attractiveness of NSC's existing course offerings

- Develop specific concentrations in degree programs to address student interest
- Examine existing degrees to determine appeal to students
- Develop marketing materials that illustrate relationship of NSC degrees to career opportunities

STRATEGY 1.4

Integrate content and pedagogy across K-12 pre-service curriculum

TACTICS

- Constitute a STEM Taskforce to pursue NSF and other grant opportunities to increase math and science teachers in the state of Nevada
- Research the content/pedagogy models and develop a feasibility study for NSC

STRATEGY 1.5

Assess major programs, individual courses and the core curriculum

TACTICS

- Refine learning outcomes for each degree program to ensure accountability for success of each program
- Develop rubrics, collect data, analyze data, and recommend improvements for curriculum and degree programs
- Maintain a cycle of assessment in each degree program and core curriculum annually
- Implement data-driven changes to improve the quality of instruction and student experience in each degree program
- Create website for outcomes assessment data and analyses

STRATEGY 1.6

Promote academic integrity

TACTICS

- Pilot Safe-Assign
- Pilot and implement “Cheatibility” Survey
- Expand efforts to educate students on plagiarism and its consequences

STRATEGY 1.7

Elevate the level of instruction by improving performance of tenure track faculty and lecturers

TACTICS

- Provide greater resources to support faculty members in teaching and scholarship endeavors
- Facilitate pedagogical development through mentorship and academic conversation
- Institute formalized mentoring process regarding promotion and tenure
- Offer workshops on promotion and tenure through the Office of the Provost
- Provide faculty with increased feedback based on peer and student evaluations
- Refine the framework for the annual review and tenure process to align faculty reward structures with roles and responsibilities.
- Refine and apply the Standards of Academe
- Provide institutional resources to recruit high quality faculty
- Improve print and web-based promotional materials to attract new faculty

STRATEGY 1.8

Elevate the quality of instruction by improving the performance of part-time instructors

TACTICS

- Develop website for part-time instructors to promote sense of inclusion and access to instructional materials

- Provide richly interactive, high-quality learning experiences, i.e., training in technology
- Provide annual orientations and faculty development for part-time instructors
- Provide teaching evaluations for all part-time faculty

GOAL 2: INCREASE RETENTION, PERSISTENCE & GRADUATION

Nevada State College is committed to providing a challenging and nurturing environment that emphasizes scholarship, teaching, learning and student success. The institution is committed to aligning its resources to enhance the student learning outcomes, student satisfaction, the quality and diversity of the student body. These actions will increase student retention, persistence and graduation rates. As a result, the College will be in a better position to achieve its current and future enrollment goals.

The Enrollment Management Unit (EMU) is committed to developing and implementing an effective and efficient institutional enrollment management plan. The EMU will utilize technology and marketing strategies to ensure the success of the strategic plan. The EMU will also develop and implement outcome assessment models and effectively utilize the student information system to make data-driven decisions.

STRATEGY 2.1

Achieve optimum student enrollment by utilizing the student data system to effectively recruit new and former students as well as retain current student thereby increasing retention, persistence, and graduation rate

TACTICS

- Develop enrollment management goals and strategies that improve the student experience and promote academic success
- Develop and analyze historical admissions reports (by week) to determine admissions trends for new freshmen and transfers by high schools, community colleges, colleges and/or universities
- Account for desired student demographics, academic program demands and capacity, facilities, and revenue generating capacity as related to the institution’s mission and core values
- Utilize SAT and/or ACT Student Data Reports to enhance the pool of qualified freshman applicants
- Utilize the Phi Theta Kappa Community Honors Program to recruit high achieving transfers

- Utilize the student data system to address the needs and concerns of “at risk” students. (i.e., poor academic standing, financial concerns, personal challenges, lack of student engagement, etc.,)
- Utilize the student data system to identify, acknowledge, and track high achieving students.
- Increase communications between the Office of Student Financial Services and Scholarships and all students to inform them of programs and services that may assist them meet the cost of attending college.
- Implement various strategies and programs developed by the Retention Committee to address retention, persistence, and graduation concerns and challenges

STRATEGY 2.2

Increase the level of customer service provided to our students, their parents/guardians and, other stakeholders

TACTICS

- Review and assess the College’s articulation agreements and two + two programs to ensure a seamless transition for transfer students
- Review and assess the effectiveness and functionality of current institutional and office policies and procedures that impact students
- Optimize financial opportunities by reducing institutional cost and expenses in order to generate net revenue
- Develop and implement programs and services (i.e. mentoring programs) that increase student engagement with faculty, staff, and other students
- Extend the institution’s hours of operation
- Employ highly qualified staff, faculty, and administrators to develop, implement, and maintain the goals and objectives of the strategic enrollment plan
- Develop a career services center in consultation with the Director of the Student Academic Center and the Executive Director of Student Programs

STRATEGY 2.3

Increase collaboration and engagement within key units, offices, and targeted external agencies that impact student enrollment

TACTICS

- Develop and maintain strong collaborations and/or partnerships with external stakeholders that support the mission of the college and create co-ops, internships, and scholarships opportunities for students
- Implement a communication campaign to convey the College's enrollment management goals and objectives to the campus, alumni, and external supporters
- Articulate the “competitive advantages” of the institution to students, their parents/guardians, faculty, administrators, and external agencies
- Maintain good working relationships with major feeder high schools, community colleges, and workforce development agencies to facilitate the enrollment of future students

GOAL 3: COMPETITIVELY POSITION NEVADA STATE COLLEGE WITHIN THE LOCAL, STATE AND REGIONAL MARKET

Nevada State College must develop a stronger brand for its key audiences by (1) better understanding the market, its opportunities and threats, (2) providing uniquely tailored and compelling programs, services, and experiences to its key audiences, and (3) developing and executing a strategic marketing and communications plan that promotes and optimizes exposure to key audiences.

Nevada State College's key audiences include current and prospective students; their parents / guardians; high school and community college counselors; business and industry leaders; community stakeholders; media; local, state, and federal elected officials; current and prospective donors; alumni; current and prospective faculty and staff; and external agencies that relate to the educational mission of the institution.

STRATEGY 3.1

Develop, promote and manage Nevada State College's brand

TACTICS

- Assess and evaluate key audiences' awareness, perceptions, and opinions of the College through market research and analysis

- Assess and evaluate prospective student decision processes in selecting colleges and universities
- Develop a community outreach strategy for key audiences to enhance their knowledge of college selection process
- Develop a brand profile that captures and conveys the mission, core values, culture, and climate associated with the institution
- Develop, launch, and sustain an institutional marketing campaign that captures and consistently conveys the College’s distinctiveness and personality
- Utilize conventional and unconventional channels that optimizes NSC’s exposure to key audiences (i.e. ACT/SAT, website)
- Utilize technology and “best practices” to enhance NSC’s market share for prospective students

STRATEGY 3.2

Develop an aggressive and contemporary marketing/advertising campaign that highlights the various “benefits and opportunities” available to current and prospective students

TACTICS

- Develop a new family of publications for marketing
- Develop an annual marketing report
- Highlight faculty and their areas of expertise
- Market test new degree program, offerings prior to rollout
- Develop performance metrics to assess marketing and advertising efforts

GOAL 4: BUILD A CULTURE OF COMMUNITY

Nevada State College seeks to build a culture of community that academically supports and strengthens the college experience of our diverse student population. Through community based learning, dynamic learning communities, student organizations, and innovative faculty development programs, Nevada State College actively creates an environment that recognizes and values diversity, thereby enriching the quality of the academic and social experience among its members. Civic engagement and service with our neighbors builds a climate of cooperation, shared vision, and responsibility. Collaborative events with the local community celebrate and welcome persons of all identity and background to NSC and the greater region and move the College towards the fulfillment of its Academic Plan.

The development of a unique, multi-use campus will strengthen the relationships with the greater community and be a catalyst for change and sustainable development. By providing green spaces and other, varied, recreational sites for the public, the college campus will both be welcoming and provide a role model for environmentally responsible development throughout the country. This level of development will increase the College's visibility and create both local and national recognition for its academic programs.

STRATEGY 4.1

Increase underrepresented faculty, staff, and students and continue to create a more inclusive environment

TACTICS

- Increase the number of faculty from underrepresented groups on search committees
- Advertise positions in publications utilized by diverse and underrepresented populations
- Explore opportunities with CETYS University for faculty and cultural exchanges
- Develop and fund study abroad and exchange programs for the NSC community
- Advance programs such as TESL, Step-Up and more
- Provide educational opportunities for low income and first generation students through the expansion of TRIO programs
- Promote NSC as an institution committed to diversity and inclusion
- Continue to support the Promise Scholarship for middle school students
- Increase on-campus awareness of diverse communities and traditions through events, brown bag luncheons, and lecture series
- Provide dates of religious and national holidays to the entire campus

STRATEGY 4.2

Promote partnerships with statewide, regional, and national constituencies

TACTICS

- Pursue funding for The Joel and Carol Bower School-Based Health Center (SBCH)

- Continue offering distance learning educational opportunities through the School of Education in Northern Nevada
- Expand local Technology Fellows Program and Institute into a regional Technology Fellows Show Case in collaboration with Southwest Vista Users Group
- Continue to pursue collaborative projects with the City of Henderson libraries
- Collaborate with CCSD to provide teachers with in-service training opportunities

STRATEGY 4.3

Develop a comprehensive Campus Master Plan that serves as a catalyst for a well planned and self-sustaining 21st century campus that is integrated with and functioning as part of the community

TACTICS

- Present the finalized Campus Master Plan to the Board of Regents in 2009
- Advance our physical master plan through public-private partnerships
- Secure funding for the nursing, education, and student services buildings in partnership with the NSC Foundation Board of Trustees
- Promote “green” development and sustainability through partnerships with the City of Henderson, Chambers of Commerce, local advocates and members of the NSC Foundation Board of Trustees
- Pursue a “Town Center” comprised of residential, professional, and retail spaces integrated with the campus
- Develop plans for a K-8 school location on site to allow NSC faculty and students to collaborate with CCSD faculty and students on research that will advance education in the state of Nevada
- Promote transit connections such as the planned Boulder Highway Bus Rapid Transit expansion and provision of a shuttle service between the College site and the downtown area at Water Street
- Initiate the tax increment district in partnership with the City of Henderson

GOAL 5: ENCOURAGE AND SUPPORT AN INSTITUTIONAL AND INDIVIDUAL ENTREPRENEURIAL SPIRIT

Nevada State College continues to cultivate a campus environment that promotes the entrepreneurial spirit of its faculty, staff, and administration. The NSC Foundation works diligently to establish and maintain successful partnerships that are mutually beneficial to the external community and the institution. These partnerships have provided funds for student scholarships, facilities, academic programs, technology needs, and undergraduate research. While the Foundation engages the external community, the faculty continue its successful grant writing campaign that supports ongoing classroom activities and instruction to enhance student participation and success. The College is committed to maintaining an atmosphere that supports and rewards faculty and staff engaged in philanthropy development and grant writing by promoting a series of grant-writing workshops and seminars.

STRATEGY 5.1

Encourage and reward creative utilization of institutional resources

TACTICS

- Encourage faculty and staff to obtain external funding through adequate training of grant-writing activities
- Identify and implement creative measures to fund the physical development of the NSC campus
- Continue the participatory role of the Executive Budget Committee in fiscal matters
- Develop and implement a creative marketing plan that will enhance the identity and image of the College
- Improve marketing and branding of the College to convey the institution's exceptional curriculum and improve recruitment and enrollment

STRATEGY 5.2

Seek philanthropic gifts from private sources to expand and support NSC's outreach efforts

TACTICS

- Provide appropriate resources to support the efforts of the NSC Foundation and other private fund-raising efforts
- Expand the Office of Development with the appropriate staff and technology resources

- Educate faculty, staff, and community on “Ways to Give” in support of academic programs, technology needs, facilities, student financial aid, and endowment initiatives
- Enhance donor recognition programs in order to strengthen donor support and increased gifts
- Identify alumni base and establish ongoing relationships
- Create Advisory Councils of key selected community volunteers for program philanthropy initiatives to assist in opening doors, networking and involving volunteers in the “work” of the College

GOAL 6: ENHANCE TECHNOLOGY AND INFORMATION LITERACY TO EDUCATE FACULTY, STAFF AND STUDENTS IN THE USE OF PRINT AND ELECTRONIC RESOURCES

The Library, the Office of Information Technology (OIT), and the Office of Instructional Technology (InTech) provide the infrastructure for teaching and learning at Nevada State College. While the Library and the Office of Instructional Technology are a part of Academic Affairs and the Office of Information Technology falls under Finance and Administration, all are committed to supporting students, faculty, and staff in becoming technologically adept professionals who are functionally literate in the 21st century.

STRATEGY 6.1

Integrate instructional technology and library services to enhance academic degree programs and student services

TACTICS

- Improve library and information literacy instruction through the creation of online modules and assessments for CEP 121 and ENG 102 courses
- Hire an Instruction Librarian to work with faculty on integrating information literacy components into the core curriculum
- Expand the Dawson Library to provide additional workstations, group study spaces, and quiet study rooms
- Develop a plan for the creation of a centralized undergraduate library in consultation with the Director of Development, the NSC community, and relevant library professionals
- Expand automated testing tools (Respondus/StudyMate) and online assessment
- Develop and expand use of Study Mate Class Server, a student-centric learning tool for glossary building and study aids, to reduce instructional development time and advance active learning models

- Provide library resources within specialized library branches housed in the School of Nursing and School of Education
- Increase physical and electronic resource holdings in support of the development of degree programs and established curriculum
- Expand access to Smarthinking, Inc., the College's online tutoring service and integrate with first year programs
- Increase Interlibrary Lending by obtaining full OCLC membership, establishing efficient workflow and procedures, and promoting services to the campus community
- Adopt and develop real-time media and voice tools to enhance speech and language arts instruction
- Improve access to collections by increasing online resources guides and redesigning the online catalog and library website
- Identify and digitize unique collections that support the curriculum and foster community partnerships
- Advance student course evaluation system with the deployment of CoursEval and enhance all student polling through integrating SIS and CoursEval to support all college units

STRATEGY 6.2

Increase technology training and support services to enhance technology literacy for faculty, staff, and students

TACTICS

- Hire additional technology staff
- Hire a dedicated Web Master
- Open additional online technology training and knowledge base resources to all members of the academic community
- Enhance support services to faculty, staff, and students through the adoption of a centralized ticketing system for automating responses to technical support requests, including knowledge base articles, guides, tip sheets, and related links to self-help resources
- Develop a comprehensive map of workflow for instructional design, development, and support. Collect better data on user needs and develop better user-centric support services

- Provide departmental and brown bag lunch training sessions on classroom technology equipment and software as well as productivity applications and collaboration tools
- Develop additional self-help documentation and technology training guides
- Open a Teaching with Technology Laboratory (T²L) to provide guided assistance for faculty and staff who want to experiment with new technologies and develop innovative instructional and student service projects
- Develop, promote, and fund the Technology Fellows Institute
- Hire a Technology Fellows Institute Coordinator

THE STEERING COMMITTEE

The Institutional Strategic Planning Committee represents all constituencies associated with Nevada State College. Its purpose is to review and recommend updates to the Strategic Plan based on input from the campus and external community. The committee is appointed by the Provost and makes recommendations to the President regarding the strategic plan.

COMMITTEE STRUCTURE

Membership

The membership of the ISPC is as follows:

- The Provost, who is Chair of the ISPC
- The Vice President for Finance and Administration
- The Vice Provost for Enrollment Management
- The Chair of the Faculty Senate
- One representative from Student Experience
- One faculty member from each academic unit
- One representative from academic advising
- One representative from recruiting
- The Director of Library Services
- NSSA President or designee
- One community member appointed by the Provost
- The Assistant to the Provost

Members shall serve on the committee for three years.

Administrative Staff

Primary staff will be provided by the Assistant to the Provost and the Vice Provost for Enrollment Management.

Meetings

The Institutional Strategic Planning Committee meetings are scheduled bi-monthly during the academic year to assess progress made toward each strategic goal identified as reflective of the college's mission and institutional core values.