

DELIVERING *on the* **PROMISE**

In the Next Normal



NEVADA STATE
COLLEGE

Addendum to the 2020–2025 Strategic Plan

August 2022

Be State.





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Message from Provost Vickie Shields

When we completed the strategic plan in 2019, the open spaces between our buildings were teeming with students heading to classes and chatting with friends. It represented an idyllic picture of college life and as I saw our students moving back and forth it felt like we had truly arrived. When the pandemic sent nearly everyone home in early 2020, the campus became a quieter place, patiently waiting for students and employees to return.

Now that students are once again making the journey between classes and to the cafe, it is the right time to reflect on what we've learned during these last few years, taking stock of the values that persevered through unprecedented circumstances and identifying new ways of working and learning that could not have been foreseen pre-pandemic.

Even with all these changes, our core mission remains intact. We offer high-quality, affordable bachelor's and master's degrees that lead to career success and an enhanced quality of life for our diverse population of students. President Pollard, who joined us in 2021, identifies our target student population as Nevada's "New Majority"—students who are often first-generation, Pell-eligible, or historically marginalized.

After years of staying apart, we've gotten much better at helping students learn remotely, using the latest technology and our own improved abilities to communicate. We've also gotten much better at supporting students from a distance, using conferencing software to tutor, consult, and advise in ways that would have seemed impossible before the pandemic. Some students have anxiously waited for our return to traditional learning, but many came to appreciate the newfound flexibility that distance education offers. Our new role moving forward will be to embrace this hybridity, finding ways to guide students in the modalities that work best for their college journey.

The updates in this document reflect our continued commitment to our core ideals and the changes resulting from the lessons we've learned. The document also updates some of our goals and metrics based on the ways the pandemic altered our trajectory. Moving forward, I'm excited to see what we can do with these lessons learned and the many ways that circumstances have inspired us to change, grow and expand. This addendum to the 2020–2025 Strategic Plan points to ways the pandemic taught us to be even more nimble, resilient, and innovative as we strive to meet the needs of our diverse communities.



Creating the Strategic Plan Addendum

This addendum is in response to new insights gained through the pandemic that altered our trajectory and is the result of months of concerted efforts, which included:

Information Gathering

President Pollard has reinforced our continued commitment to our core ideal since her arrival in August 2021. Beginning immediately upon her arrival, she expanded our process of deeper institutional review through the listen and learn sessions, bootcamps, community partner and stakeholder meetings, workforce convening, and internal feedback survey that informed her 100 Days of Listening Report, published in February 2022. This document also created a framework for the executive team to re-evaluate the goals set in the 2020–2025 Strategic Plan, incorporate the Year 1 Report learnings and 2023–2025 legislative priorities, as well as adjust predictions and trends derived from the updated March 2022 Institutional Metrics. Representatives from the Strategic Planning Council provided guidance on the amendments included in this addendum.

An Evolving Educational Philosophy

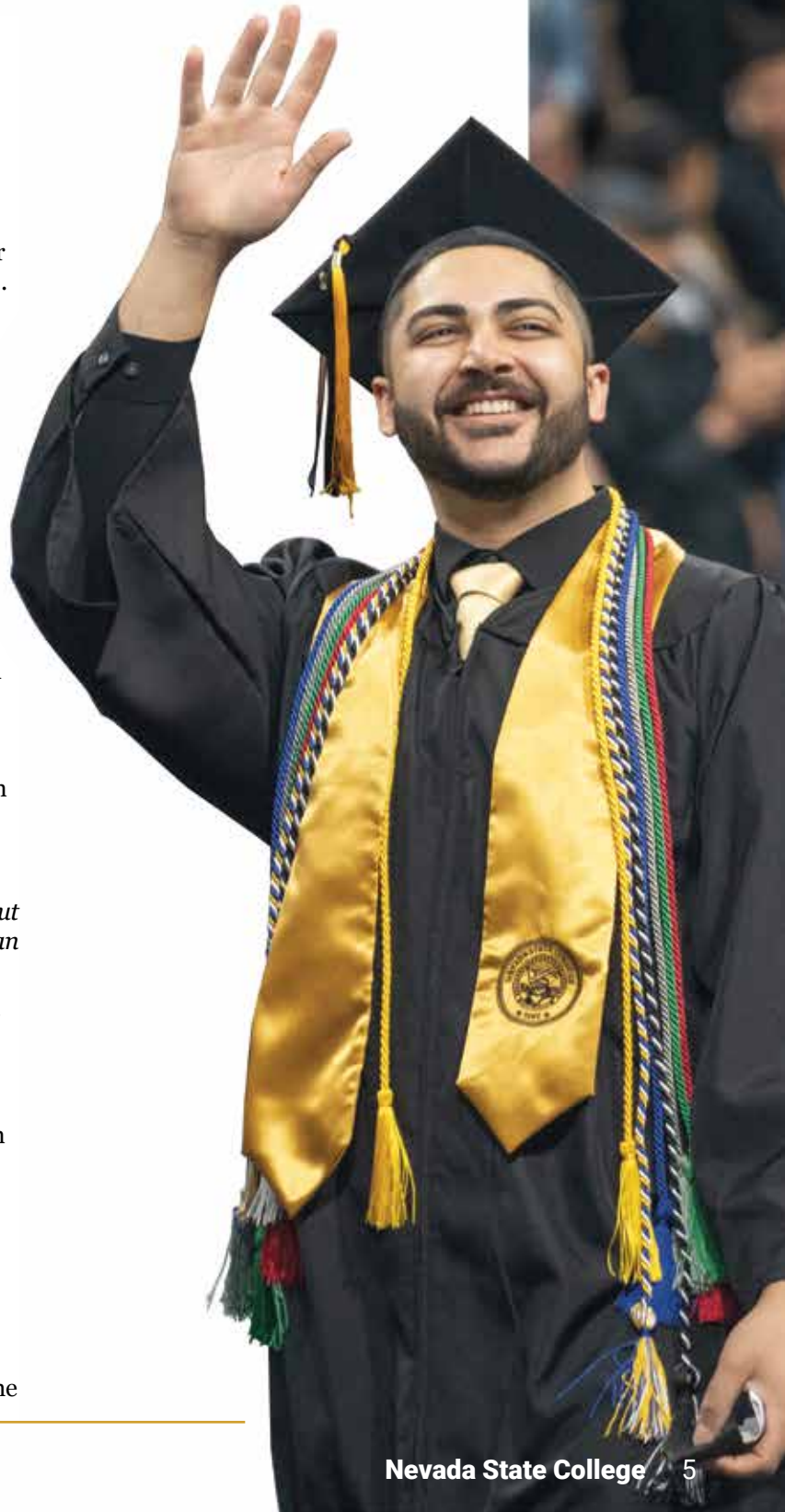
Who are our students and how can we provide them with a transformational learning experience? This question will form the foundation of our new educational philosophy, which considers the needs of our unique student population—many of whom represent Nevada’s new majority—and how we can balance the quality of education they deserve and the access to the education they need.

Planning for the Future

“Vision without action is just a dream, action without vision just passes the time, and vision with action can change the world.” —Nelson Mandela

This document provides us the framework to continue our strategic planning process going forward and a reference point upon which we can continually and incrementally measure our success. While there are many small steps made every day that move us closer to achieving our vision and goals, we highlight major actions below:

- FY23 organizational restructure in effect (July 1, 2022)
- Implementation Plan update (internal, August 1, 2022)
- Campus Safety Plan development (2022)
- Accreditation mid-cycle review (October 2022)
- Campus Master Plan review (December 2022)
- Construct 2025–2028 Strategic Plan development timeline



Be Involved

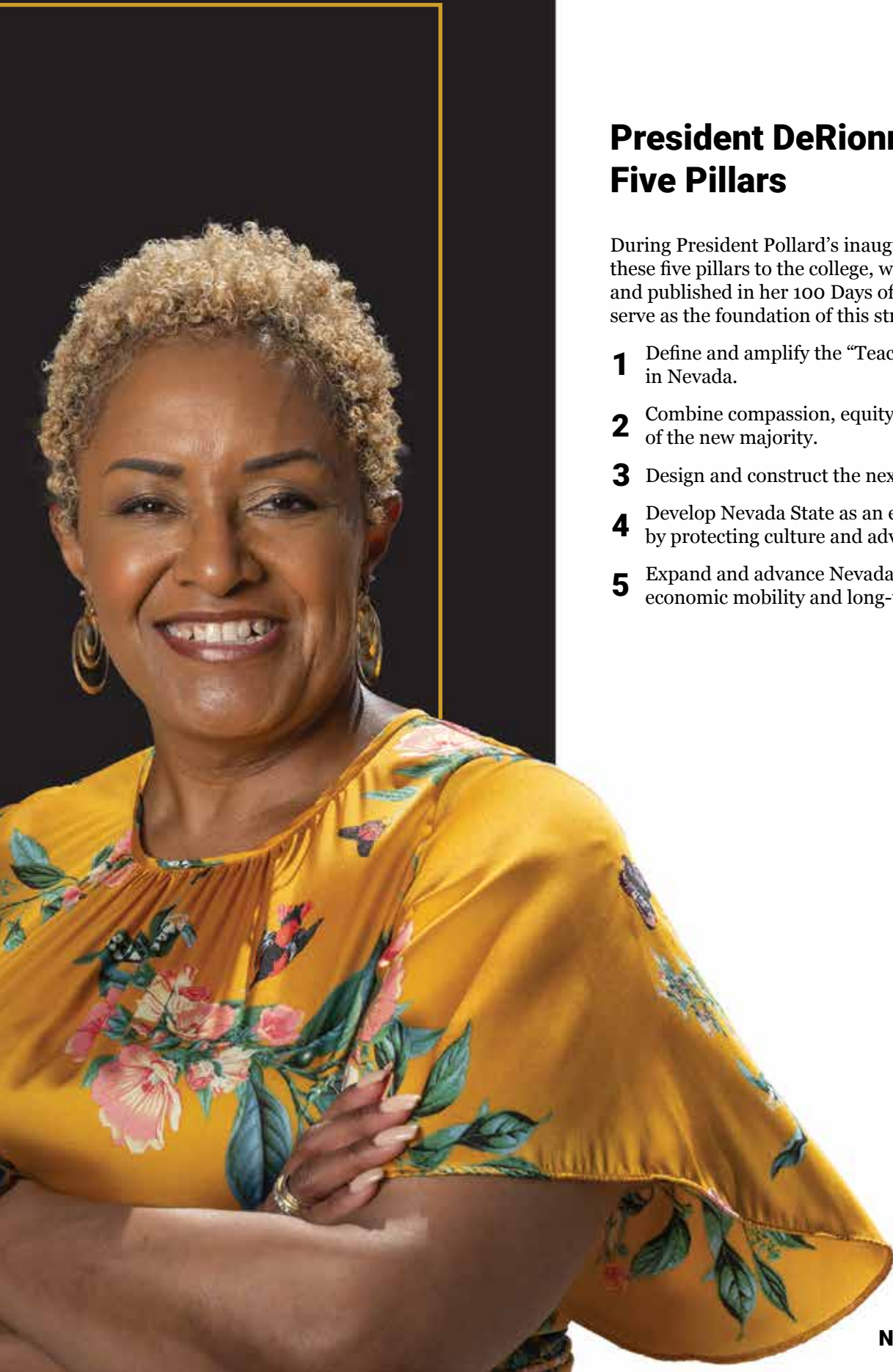
Your experiences matter. Nevada State invites you to BE INVOLVED in this ongoing process. We welcome your feedback about this plan. Share your insights and express your desired level to be involved in future strategic planning efforts by emailing planning@nsc.edu. This account will be monitored by Culture, Planning & Policy staff who will follow up with you if requested, and your input will be reported out to campus leadership.

Purpose Statement by President DeRionne Pollard

Nevada State was created with a profound purpose. The “new majority” are our students: first-generation students, Dreamers, adults with college credit but without college degrees, students of color, immigrants, and those maneuvering from poverty. We specialize in them and will design and continuously redesign around them. Our campus is designed with these students in mind.

Nevada State exists to deliver high-quality degrees for the new majority. We boldly define the new majority as first-generation students, adult learners, students of color, Dreamers, immigrants, and anyone looking for the opportunity to improve their economic mobility. Our purpose is to create and expand the new majority’s participation in higher education, while at the same time, increasing income mobility and wealth for all Nevadans. We will act with intention to design, redesign, and reinvent our campus as necessary to break down historic barriers that prevent learning. We do this by focusing on great teaching, transformative student experiences, empowering employees, and creating strategic alliances that advance our mission. Our new “university” will continue to be a community where anyone can belong. We will protect our people, our culture, and live out our values in the work we do. Nevada State U will make the audacious bet on the future of education in Nevada, by Nevadans, and for Nevadans, and the responsibilities that come with it.





President DeRionne Pollard's Five Pillars

During President Pollard's inauguration, she presented these five pillars to the college, which she further refined and published in her 100 Days of Listening Report. They serve as the foundation of this strategic plan addendum.

- 1** Define and amplify the "Teaching University" in Nevada.
- 2** Combine compassion, equity, and excellence in support of the new majority.
- 3** Design and construct the next great state university.
- 4** Develop Nevada State as an employer of choice by protecting culture and advancing engagement.
- 5** Expand and advance Nevada's middle class through economic mobility and long-term sustainability.

2 **Combine compassion, equity, and excellence in support of the new majority.**

We will seek to:

- Examine institutional policies, practices, procedures, and structures from an anti-racist lens in order to identify and implement necessary changes that align with our values in such a way that all students and employees have the opportunity to succeed in their roles at Nevada State College.
- Improve graduation rates for all students with an emphasis on closing equity gaps for students from historically marginalized populations.
- Increase mental health access and awareness with strategic programming, on-campus support, and designated safe spaces to support student success in and out of the classroom.
- Increase access to classes, and thereby degree completion, by removing barriers to graduation through an educational philosophy that embraces additional online and hybrid degree pathways.
- Implement strategic scheduling so classes and support are available in multiple modalities to increase accessibility, predictability, and reliability for students and instructors.
- Refine our strategic enrollment plan to manage growth, improve our graduation rates, and build a diverse student body that is representative of regional demographics.
- Increase innovative pathways that attract and support transfer students from our community college partners, as well as actively seek new pathways to transfer our graduates into research universities.
- Increase the capacity of existing summer bridge programs and add new summer programs that serve historically marginalized students.

Guiding Nevada's New Majority in the New Normal

The events of the last two years changed how we teach and how we work, but not who we are. Here is a small sample of the ways we intend to plot a bold course toward 2025, using President Pollard's pillars as our guide:

1 **Define and amplify the "Teaching University" in Nevada.**

We will seek to:

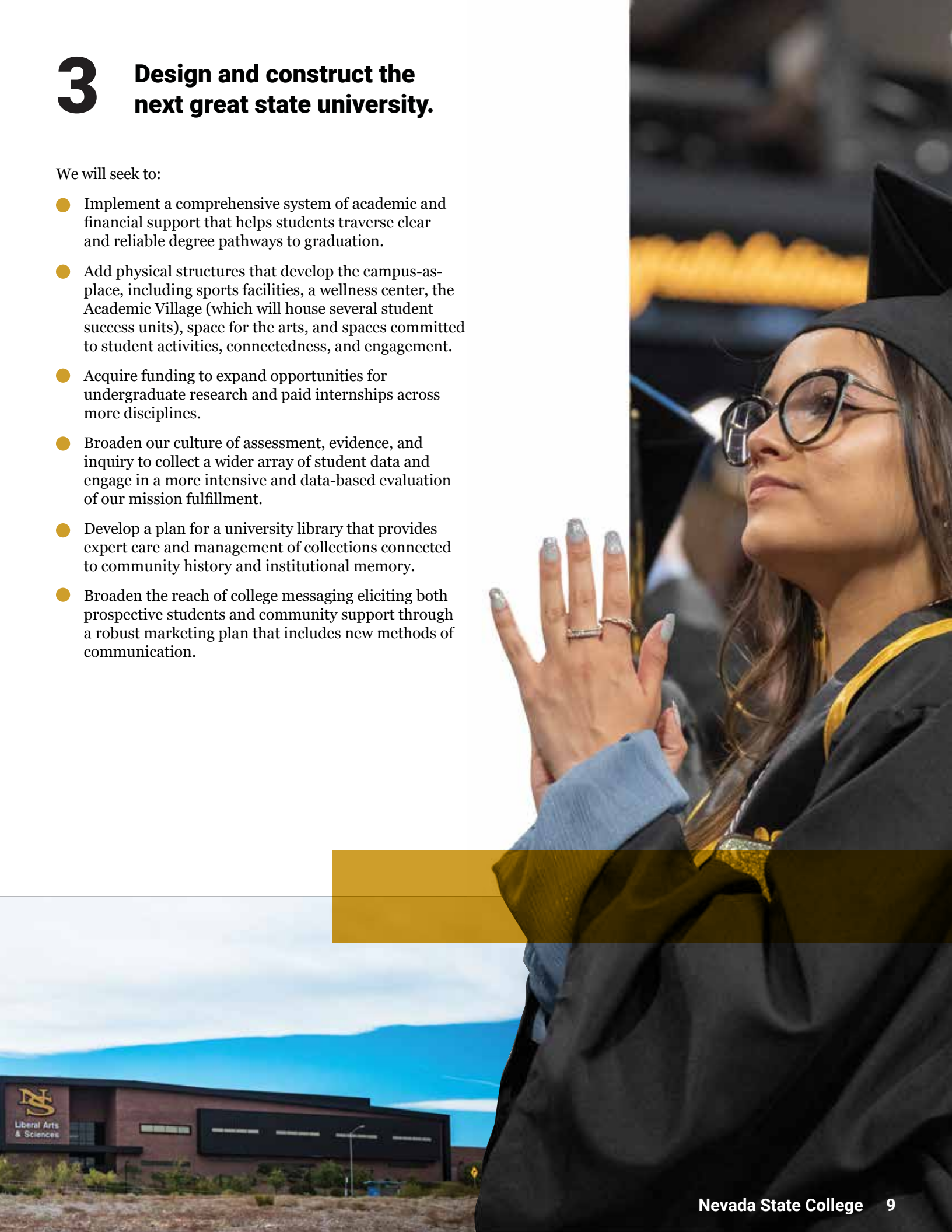
- Add new majors, minors, certificates, micro-degrees, and graduate programs that are responsive to the workforce and provide the skills and knowledge students need for an enhanced quality of life and a rewarding career.
- Address NWCCU recommendations by integrating our Essential Learning Outcomes into the Core Curriculum.
- Increase the regional visibility and recognition of Nevada State College through engaging marketing efforts and additional outreach.
- Expand our statewide presence through innovative academic programs and partnerships.



3 Design and construct the next great state university.

We will seek to:

- Implement a comprehensive system of academic and financial support that helps students traverse clear and reliable degree pathways to graduation.
- Add physical structures that develop the campus-as-place, including sports facilities, a wellness center, the Academic Village (which will house several student success units), space for the arts, and spaces committed to student activities, connectedness, and engagement.
- Acquire funding to expand opportunities for undergraduate research and paid internships across more disciplines.
- Broaden our culture of assessment, evidence, and inquiry to collect a wider array of student data and engage in a more intensive and data-based evaluation of our mission fulfillment.
- Develop a plan for a university library that provides expert care and management of collections connected to community history and institutional memory.
- Broaden the reach of college messaging eliciting both prospective students and community support through a robust marketing plan that includes new methods of communication.



4 Develop Nevada State as an employer of choice by protecting culture and advancing engagement.

Flexibility and Hybrid Work Schedules

Work lives of Americans post-pandemic will never be the same. What used to be fringe ideas about remote work and flexible schedules implemented primarily by tech companies such as Google and Silicon Valley start-ups, are now being demanded by workers in all sectors. During 2020 when employees worked from home while the world awaited COVID-19 vaccines, many workers found they could be very productive working from home and discovered the benefits of not commuting, finding an easier flow between work life and family life, and enjoying the ability to adapt work around their personal schedules. Employees across the nation struggled with the extreme contrast between working from home and returning to an 8–5, five days-per-week schedule physically back at the office. Employees in higher education were no exception.

Nevada State recognizes that in order to remain a competitive employer, it will need to offer employees choice in how they work, without sacrificing a vibrant, on-campus and in-person culture, which provides connectedness, belonging, and well-being for employees and students. The Alternative Work Arrangement policy is designed to offer primarily administrative faculty and classified staff greater opportunity for flexibility and hybrid work arrangements. Nevada State recognizes that units at the college are not all the same as far as the need for all employees to interface with faculty and students, and depending on the needs of the unit, employees may work with their supervisors to explore work schedules such as telecommuting, compressed schedules, and/or involve flex-time.

Redesigning Human Resources

As previously announced, Nevada State will engage in a significant effort to reexamine and redesign Human Resources at the college. This redesign will employ innovative and best practice methods to strategically align HR to NS’s mission and values, support current and future needs of the institution, and support the growth, development, and retention of a top-tier workforce.



We will seek to:

- Create the new Division of Culture, Planning & Policy to be the vehicle that drives our internal brand cohesion and value.
- Improve the transparency of leadership and decision making by renewing our commitment to show and share our work—making the process and the rationale for decisions available as widely and consistently as possible by:
 - Developing a proactive internal institutional communication strategy that utilizes a rhythm and channels that are accessible and meaningful across all audiences by being sensitive to the unique needs and concerns of each.
 - Managing stakeholder expectations of where to access these audience- and content-based communications, and when to anticipate message delivery.
 - Publishing regular updates from the Office of the President and the Office of the Provost.
 - Informing campus of meetings and allowing for non-voting members to attend.
 - Establishing a single repository for meeting minutes.
 - Improving our internal calendar system so that meetings conflict less frequently.



Nevada State College strategically realigned its leadership structure to invest in students and student support; expand internal policies and retain a dynamic culture; and build community and government alliances. Some roles and titles within the leadership team have changed to meet these goals.

Left to right:

Anthony Ruiz, Deputy Chief of Staff for Government Relations and Presidential Communications; **Dr. Edith Fernández**, Vice President of Culture, Planning and Policy; **Dr. Stefanie Coleman**, Vice President of Student Affairs; **Erin Keller**, Vice President of Institutional Advancement; **Dr. Amber Lopez Lasater**, Chief of Staff and Strategy; and **Eric Gilliland**, Associate Vice President of Human Resources

- Maintain and grow our commitment to shared governance.
- Add new units/departments to support efficient organizational management, innovation on campus, and initiatives that currently lack assigned leaders.
- Implement a new Alternative Work Arrangement Policy, allowing all employees to work with their supervisors to explore work schedules that allow for telecommuting, compressed schedules, or flex-time, where appropriate.
- Develop a new compensation philosophy to encourage employee retention.
- Revamp our talent acquisition process.
- Make strategic hiring decisions to allow each discipline to narrow the gap between percentages of full-time and part-time teaching faculty.
- Improve our support of part-time faculty members by providing extended teaching contracts and increased development opportunities.
- Evaluate equity and access to career development, leadership training, performance management, and employee recognition.
- Add campus professional development programs that allow all employee types to obtain new skills and accept temporary assignments beyond the scope of their traditional roles.



5 Expand and advance Nevada's middle class through economic mobility and long-term sustainability.

We will seek to:

- Increase internship and job shadowing opportunities to include top tier employers that will benefit students and the community.
- Increase high school student participation in higher education and forge new community relationships through expanded dual-credit partnerships.
- Improve six-months post-graduation employment rates.
- Increase and strengthen partnerships between Career Services, academic units, and local employers to elevate Nevada State graduates for employment opportunities.
- Inspire current and new generations of donors through integrated communications, stewardship, and event strategies.



Updated Metrics

There is little doubt that the pandemic has been detrimental to our institutional “vital signs,” contributing to declines in enrollment and one-year retention rates, and potentially curbing the expected increase in our six-year graduation rate. After several years of growth, our non-dual credit enrollment continued to climb during the first phase of the pandemic, but then exhibited a decline in fall 2021. Likewise, a steady increase in retention rates reversed in fall 2021, falling to 76% after historically high rates of 78% and 79% in preceding years. Our graduation rate continues to climb, now approaching 32% for 2022, but even that historically high rate is slightly below what we might have achieved in the absence of the pandemic.

Moreover, challenging financial circumstances appear to be compounding this negative impact on institutional metrics, both at Nevada State and at colleges and universities across the nation. Consequently, we have downwardly adjusted several of the projections in our strategic plan. Overall enrollment is

expected to be higher than our original forecast, owing largely to considerable dual-enrollment growth, but dramatic declines in first-year enrollment (fall 2021) and transfer enrollment (projected for fall 2022) have led to downward adjustments for those populations through 2025. Likewise, the fall 2021 dip in one-year retention—along with another anticipated decrease for fall 2022—has necessitated a decrease in those projections.

Finally, our projection for graduation rates is slightly higher than what was articulated in the original strategic plan, but has been attenuated relative to pre-pandemic data that suggested a more robust increase. These numeric projections are delineated in our [Strategic Plan Dashboard](#), and Table 1 articulates the connection between our major strategic metrics, known as “Key Indicators,” and the NSHE Strategic Goals, our Strategic Goals, and our Core Themes. As we move forward we will continue to assess our achievement of these Key Indicators as we pursue the fulfillment of our institutional mission.

Table 1

NS Core Theme	NSHE Strategic Goal(s)	NS 2020-2025 Strategic Goal	Key Indicator(s)
Students	Success; Close the Achievement Gap	We will deliver on our promise to students by demonstrating leadership in academic and student support, improving student success for a highly diverse, first-generation student population through innovative and evidence-based practices.	<ol style="list-style-type: none"> 1. Retention rate* 2. 6-year graduation rate* 3. Disaggregated student success metrics on closing the achievement gap* <i>The specific metrics are detailed in the Strategic Plan Dashboard</i>
Curriculum & Instruction	Success; Close the Achievement Gap; Workforce; Research	We will deliver on our promise to innovate in curriculum and instruction by building socially relevant curricula that anticipate and are responsive to the regional workforce, are transformational in nature, and are committed to developing the whole student.	<ol style="list-style-type: none"> 1. Responses on National Survey of Student Engagement (NSSE) – 90% or more of NSSE respondents rate educational experience as “good” or “excellent” 2. Program learning outcomes attainment – 70% of senior-level students will achieve “proficiency” or higher in their mastery of learning outcomes 3. Student research presentations
Organizational Culture	Success	We will deliver on our promise to nurture our unique organizational culture by cultivating a workplace that is inclusive, inspirational, characterized by meaningful work, and supportive of diverse perspectives.	<ol style="list-style-type: none"> 1. Percentage of faculty and staff who report high levels of satisfaction with NSC as a workplace
Growth & Capacity Building	Access; Success; Research	We will deliver on our promise to steward our growth and capacity building by expanding the College in creative ways through public-private partnerships, governmental and sister-institution collaborations, relationship-driven advancement practices, and strategic enrollment management.	<ol style="list-style-type: none"> 1. Student enrollment (disaggregated by demographics and source of enrollment) 2. Research grants received
Community Engagement & Economic Development	Workforce	We will deliver on our promise to improve community engagement and economic development by forging strong relationships with business and community orgs, making a positive impact on the community through service-oriented programs and applied research, and creating the critical workforce to grow our regional and state economy.	<ol style="list-style-type: none"> 1. Total number of graduates

Closing Statement by Vice President Edith Fernández

We are moving into a new phase. This Strategic Plan Addendum ushers in our thoughtfully realigned organizational structure that is poised to facilitate the enhanced and streamlined teamwork essential to executing the initiatives outlined above. Under the wings of newly expanded divisions and elevated roles, we are creating the space we all need to grow into—and achieve—our potential. Here are the divisional and departmental changes effective 1 July 2022:



DeRionne
Pollard, Ph.D.

Office of the President | Government Affairs, Policy & Advocacy, Institutional Strategy, Legal, Partnerships



Vickie
Shields, Ph.D.

Office of the Provost | Academic Advising, Academic Innovation & Integrity, Academic Success Center, Accreditation, Admissions & Recruitment, Assessment, Center for Teaching & Learning Excellence, Dual Credit, Marydean Martin Library, Office for the Arts, Nepantla, Registrar, School of Education, School of Liberal Arts & Sciences, School of Nursing, Student Success, Workforce Development, Writing Center



Erin Keller

Advancement | Alumni, Communications & Marketing, Community Relations, Events, Nevada State Foundation, Public Relations



Edith
Fernández, Ph.D.

Culture, Planning & Policy | Campus Culture, Campus Policy, Campus Safety, Community, Equity, Diversity & Inclusion, Institutional Effectiveness, First-generation Forward, Strategic Planning, TheDream.US



Kevin Butler

Finance & Business Operations | Accounting Services, Auxiliary Services, Budget Services, Campus Infrastructure, Cashiering & Student Accounts Services, Facilities Management, Financial Aid, Grants Award Services, Human Resources, Information & Technology Services



Stefanie
Coleman, Ed.D.

Student Affairs | CARE Team, Career Services, Disability Resource Center, FAME, Housing, New Student Orientation & First-Year Experience, Office of Student Life, Sankofa, Student Conduct & Complaints, Student Wellness, TRiO Gear-Up, TRiO SSS, TRiO Upward Bound

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President Pollard's DEI Leadership Imperative



As a new division, the Culture, Planning & Policy team will serve the Scorpion community by upholding commitments to equity, diversity, inclusion, and social justice in everything we do. We will also follow President Pollard's transition framework of listening to and learning from our culture even more deeply, engaging in dialogic and rich communication, and making relevant and impactful connections with all stakeholders as we align our day-to-day processes and long-range planning to our strategic objectives.

In this way, we will organize a ***cohesive culture of interconnectivity, responsiveness, and action*** campus wide as we work collaboratively to coordinate the development and maintenance of college policies and procedures that support us individually and institutionally. We will provide easy access to comprehensive data analysis to support transparent and fact-based decision-making for everyone in the process.

To succeed in our bold plan, we will need to protect these efforts with a proactive mindset. We will expand and advance programs and initiatives related to campus safety, crisis response, and emergency management to create a secure environment where students, faculty, staff, and visitors feel comfortable and safe to learn.

As an anchor institution, we have been charged to **BE LEADERS** in diversity, equity, and inclusion. For these aspirations and best practices to become common practices, they must be grounded in measurable metrics. Through the new alignment of CEDI with Strategic Planning and Institutional Effectiveness, we will build a more equitable future for our campus, the greater community, and the state of Nevada by being data-informed and big picture-oriented. We will all do the work, together, guided by President Pollard's Diversity, Equity, and Inclusion Leadership Imperative:

- **BE INTENTIONAL** in removing barriers for all.
- **BE CONTINUOUS** in creating pathways to success for all.
- **BE ACTIVE** in ensuring relevance for our students and community.
- **BE ARDENT** in protecting our mission for all, because no student is expendable, and every part of our community belongs to us.



NEVADA STATE
COLLEGE

Be bold. Be great. Be State.

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Email us at planning@nsc.edu to share your feedback!
Visit nsc.edu/strategic-planning for more information.