

DELIVERING

on the

PROMISE



NEVADA STATE
COLLEGE

STRATEGIC PLAN

Year One Report

“We met or exceeded most of our goals, going well beyond what we initially hoped.”

- Vickie Shields, Provost & Executive Vice President





WELCOME



Vickie Shields
Provost & Executive Vice President

When we designed the 2020-2025 strategic plan, we had no idea that 2020 would present such profound challenges to our college and our community. What was impossible to imagine in 2019, an academic world where nearly all our interactions are virtual, has become a part of our accepted reality, and we've gotten surprisingly good at managing this new normal.

- 6% more total graduates than we anticipated;
- A 40% jump in overall enrollment;
- A substantial reduction in the equity gap, a measure that compares the achievement of students from different backgrounds and income levels.

In addition to our improved metrics, we also made significant progress in each of our five core themes: Students; Curriculum & Instruction; Organizational Culture; Growth & Capacity Building; and Community Engagement & Economic Development. I've included some highlights from each theme in this report. All of these efforts would have been impressive in a normal year, but our collective achievements are truly remarkable in a time like this.

Admittedly, I would have preferred a typical year to begin "working the plan," a year where we could meet in person and talk through the planning process. However, I am proud to report that we found new ways to move forward in the face of unprecedented circumstances. We titled the 2020-2025 strategic plan "Delivering on the Promise," and this Year One Report shows that we are doing just that. We met or exceeded most of our goals, going well beyond what we initially hoped. Some examples include:

From the day we opened in 2002, we faced formidable challenges. Our small college with three classrooms in a refurbished warehouse didn't seem like it could weather lengthy recessions or dramatic budget cuts. But our struggles helped to define us. This year, new struggles taught us perseverance, patience, flexibility, and ingenuity. As a result, we adapted, innovated, and renewed our efforts to be more compassionate with one another. That is the Nevada State way - a spirit imbued in this report and indicative of our lasting commitment to our students, the regional workforce, and the state.

NSHE'S STRATEGIC GOALS

The Nevada State College 2020-2025 Strategic Plan begins with five goals and corresponding metrics, which were adopted by the Nevada System of Higher Education (NSHE) Board of Regents in 2018.

- 1. Access:** Increase participation in post-secondary education
- 2. Success:** Increase student success
- 3. Close the Achievement Gap:** Close the achievement gap among underserved student populations
- 4. Workforce:** Collaboratively address the challenges of the workforce and industry education needs of Nevada
- 5. Research:** Co-develop solutions to the critical issues facing 21st century Nevada and raise the overall research profile

2018
BASELINE

2020
ACTUAL

ACTUAL VS.
PROJECTED

Total Fall
Enrollment

4,916

7,287

33%
↑
ABOVE PROJECTED

New First-Year
Enrollment in Fall

466

506

7%
↑
ABOVE PROJECTED

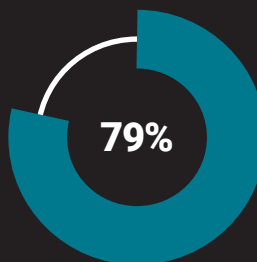
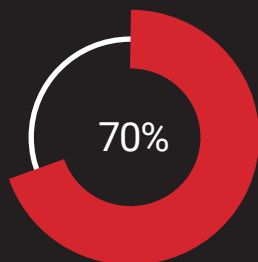
New Transfer
Enrollment in Fall

436

454

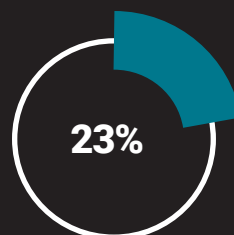
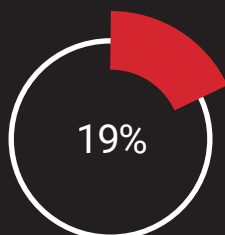
94%
○
OF PROJECTED

One-Year Retention
of First-time, Full-
Time Students from
the Previous Fall



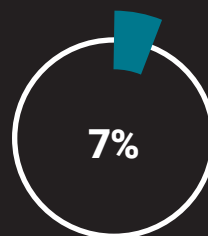
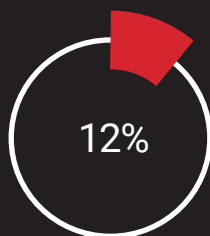
8%
↑
HIGHER THAN PRO-
JECTED

Six-Year Graduation
Rate of First-Time,
Full-Time Cohort



1%
↑
HIGHER THAN PRO-
JECTED

One-Year Retention
Gap Between
the Lowest and
Highest Retained
Major Ethnic Group



2%
↑
CLOSED BY OVER
2% MORE THAN
PROJECTED

Total Graduates

572

686

6%
↑
MORE THAN PRO-
JECTED



SPOTLIGHT ON FIRST-YEAR ACHIEVEMENTS

In 2020, we made important progress in our effort to deliver on our promise to our students and our state. These highlights are a small sample of our achievements in our five core themes.

1. STUDENTS

- Started the RISE Peer Mentor program, which paired experienced students with incoming freshmen to encourage engagement across campus. In Fall 2020, we hired and trained nine peer mentors, who each assisted a cohort of first-year students.
- Implemented the Scorpion Success Network (Starfish) to deliver a robust E-alert system, enhance our proactive outreach to students in need, and establish an interdepartmental referral service that helps guide students to support resources on campus.
- Began Sankofa programming, which supports the retention and recruitment of Black students at Nevada State. The first Sankofa Summer Bridge will begin this summer.
- Launched the Sting Academy, which provides support to students with a GPA below 2.5 who are admitted under our new policy.
- Supported students through our CARE Team, which helped students obtain over 500 mental health screenings, 95 approved student grants, and 410 counseling hours.

2. CURRICULUM AND INSTRUCTION

- Introduced several academic programs, including:
 - a BA in Early Childhood Education, which was approved by the Board of Regents in June 2020;
 - a BS in Human Health Sciences, which started in Fall 2020;
 - a BS in Interdisciplinary Data Science. The Board of Regents approved this new degree in June 2020. We hired a tenure-track faculty member in August 2020 to lead the program.
- Reorganized LAS to increase the overall number of departments from four to six, interdisciplinary in nature and responsive to the workforce.
- Overhauled the Promotion & Tenure policy to reflect a more holistic evaluation of faculty teaching, service, and scholarship.

3. ORGANIZATIONAL CULTURE

- Partnered with Gallagher Benefits Group to complete a comprehensive compensation and equity study. The College is currently determining how to implement the recommendations in the upcoming fiscal year.
- Increased our capacity to disseminate information to campus stakeholders, utilizing a Weekly Digest, regular

announcements on the NS Portal, and a new email address (NSOfficial@nsc.edu) for all official campus-wide announcements.

- Enhanced our culture of emergency preparedness by completing a Continuity of Operations Plan (COOP), which helps us respond quickly to any crisis.

4. GROWTH AND CAPACITY BUILDING

- Prioritized diversity and inclusion in our employee recruitment efforts, including:
 - Revising the HR Careers webpage to emphasize diversity and inclusion as well as a comprehensive overview of the College, City of Henderson, and employment in general;
 - Incorporating a diversity statement included on all job requisitions;
 - Partnering with Job Elephant to assist the College with identifying appropriate advertising avenues with a focus on diverse online publications and job boards.
- Opened “The Villiage,” our first student housing.
- Launched the Campus Commuter Pilot Program, which provides safe and efficient transportation to our students. During the eight weeks of operation, 825 rides were provided. Ridership grew week-to-week peaking at 217 rides.
- Created new dashboards, such as our “Class Scheduling Advisor,” and incorporated new tools that illustrate the statistical significance of dashboard data.

5. COMMUNITY ENGAGEMENT AND ECONOMIC DEVELOPMENT

- Doubled the number of for-credit internships provided to NS students.
- Launched the “Hire a Scorpion” social media campaign, which encouraged businesses to hire NS graduates.
- Conducted a survey to assess the community’s overall perception of the College including a possible name change to Nevada State University. The survey collected 768 responses, over half of which were from current students.
- Made important advancements in our outreach to alumni, including:
 - A Grad Days event that hosted over 400 participants;
 - A Senior Giving Campaign that encouraged graduates to support specific units on campus;
 - The establishment of an Alumni Network Council made up of NS graduates.



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