



A FRAMEWORK FOR ACTION

2026–2029 NEVADA STATE UNIVERSITY STRATEGIC PLAN



Land Acknowledgment

Nevada State University Scorpions honor and celebrate the land and resources we are using to sustain ourselves. We are upon the sacred ancestral land of the Nuwu Southern Paiute, Washoe, Numu Northern Paiute, Nuwe Hualapai and Chemehuevi people who live and thrive all around the state of Nevada.

We also highlight and uplift all of Nevada's 27 sovereign tribal nations.

We acknowledge the painful history of genocide and settler colonialism that continues to impact Native & Indigenous communities today, and we honor the people that are past, present, and future stewards of this land.

Land acknowledgments represent only a small part of the efforts towards systemic equity and inclusion for Native and Indigenous people in Nevada. The Nevada System of Higher Education offers a fee waiver for qualifying Native American college students. Additionally, all Scorpions are invited to contribute to an alliance for combined action and support, the Native American and Indigenous People's Coalition.

The background image throughout this document features U.S. Geological Survey topographic data centered on Mount Scorpion, Nevada. Source: www.buntinglabs.com/tools/download-topo-map-contour-lines

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Track our progress at [**nevadastate.edu/strategicplan**](https://nevadastate.edu/strategicplan).

METHODOLOGY AND IMPLEMENTATION

The planning process included input gathered through:

- Committee meetings
- Structured analysis of internal conditions and external factors
- Leadership Team workshops
- Campus information sessions
- Public comment periods

Led by the Strategic Planning Committee (SPC) and facilitated by the Division of Culture, Planning, and Policy, the Nevada State University (NSU) 2026–2029 Strategic Plan was developed through a collaborative, evidence-informed process.

The SPC was established as a university-wide body to ensure shared governance throughout the planning process, reflecting ongoing efforts to facilitate participation in decision-making. The committee included representatives from academic and administrative faculty, classified staff, students, and institutional leadership who served as liaisons to their respective constituencies. Over the course of 40 meetings aligned with the academic calendar to maximize participation, members contributed perspectives shaped by their roles, experiences, and areas of work. The SPC incorporated a range of institutional priorities, lived experiences, and insights, helping to inform a more integrated understanding of community needs.

All public comments were reviewed and considered, with feedback incorporated into successive drafts. Through this work, the SPC confirmed NSU's distinctive capabilities, highlighting areas of strength and opportunity within a statewide higher education and workforce context. Goals and objectives were developed and refined through an iterative process, with drafts reviewed for alignment, clarity, and feasibility.

Following the approval of the 2026–2029 Strategic Plan, an implementation plan will be developed and launched. Guided by a phased approach, it will translate institutional goals and objectives into aligned unit-level actions, timelines, and responsibilities.

Progress will be measured through the key performance indicators (KPIs) associated with each objective. The university will monitor progress through quarterly updates, annual reporting, and ongoing review, allowing for regular reflection and data-informed adjustments.



Photo by Alonzo Everett

ALIGNMENT WITH NSHE AND NWCCU ACCREDITATION EXPECTATIONS

Alignment is both a requirement and a strategic choice. It strengthens NSU's ability to connect institutional priorities with system-wide goals and accreditation standards while focusing resources on areas of greatest impact.

At the Nevada System of Higher Education level, the plan supports goals related to access, student success, and workforce needs as outlined in "Success by Design: The Strategic Plan for the Nevada System of Higher Education, A Blueprint for 2025–2031." NSU's goals contribute to these shared outcomes while remaining grounded in the university's mission.

The plan also reflects Northwest Commission on Colleges and Universities (NWCCU) expectations for mission fulfillment, evidence-based planning, assessment, and continuous improvement. The goals we established in this plan are supported by measurable indicators that enable the university to track progress, learn from results, make data-informed adjustments, and demonstrate accountability through clear outcomes.

Planning Vocabulary

Mission:

Why we do what we do.

Statement refreshed during plan development in 2026.

Goal:

What we aim to achieve.

Objective:

How we make progress toward each goal, measured by key performance indicators (KPIs).



Mission Statement

At Nevada State University, excellence fosters opportunity. Through quality teaching, accessible degree programs, and a supportive learning community, we cultivate a holistic learning environment for all students. We are dedicated to helping advance the intellectual pursuits and economic mobility of our students for a better Nevada.

GOAL 1

FOSTER STUDENT SUPPORT AND SUCCESS

Objective 1.1: Improve retention and graduation rates

Retention and graduation rates are among the most meaningful measures of student success. NSU is committed to strengthening these outcomes because degree completion is the most direct path to the economic mobility central to NSU's mission.

Key Performance Indicators

- Integrated Postsecondary Education Data System (IPEDS) retention rates, disaggregated by full-time and part-time students
- Percentage of first-time, full-time students completing 30 credit hours in their first year
- Enrollment and completion rates for gateway English and math courses for first-time fall students (first two semesters)
- Number of degrees and certificates awarded (IPEDS completions)
- Graduation and retention rates of all students
- Persistence rates (NSHE definition)
- IPEDS Outcome Measures (Student Achievement Measure methodology)



Objective 1.2: Strengthen first- and second-year success

The first and second years are pivotal times in a student's academic journey. Success in gateway courses is directly linked to continued enrollment and degree completion. NSU is committed to strengthening outcomes at these early, critical points and providing the academic foundation students need to persist and complete their degrees.

Key Performance Indicators

- Lower DFWI rates for first-year students
- Gateway course success rates (passing grades)
- Second-to-third-year retention rate

Objective 1.3: Strengthen student support services

Students who feel supported academically and personally are more likely to remain enrolled and complete their degrees. NSU is committed to strengthening student support services so that every student has access to the resources they need to succeed.

Key Performance Indicators

- Number of students served by Student Wellness programs (counseling, food pantry, and case management)
- Average number of unique students served each semester in one-on-one interactions by student support programs (Academic Success Center, Writing Center, STAR Success Coaches, Nursing Success Center)
- Academic advisor-to-student ratio
- Student evaluation of academic advising



GOAL 1

Objective 1.4: Increase tenure density

Faculty stability plays a crucial role in student success. A higher proportion of tenured and tenure-track faculty ensures continuity of instruction and curriculum, expands access to faculty mentorship, and strengthens NSU's institutional capacity for curriculum management, academic enrichment, and student academic mentoring. Together, these contribute to stronger retention, academic engagement, and degree completion.

Key Performance Indicators

- Percentage of faculty who are tenured/tenure-track (all faculty included in denominator), university-wide and by school and department
- Percentage of faculty who are tenured/tenure-track, disaggregated to exclude concurrent enrollment instructors, university-wide and by school and department
- Percentage of faculty who are tenured/tenure-track (all faculty included in denominator), benchmarked against peer and aspirational institutions using IPEDS data
- Instructional expenditure as a percentage of total budget, benchmarked against NSHE institutions using IPEDS data



Faculty stability plays a crucial role in student success.



GOAL 2

ADVANCE ACCESS AND OPPORTUNITY

Objective 2.1: Increase enrollment of degree-seeking students

Increasing enrollment of degree-seeking students strengthens NSU's capacity to fulfill its mission, expands access to higher education for more Nevadans, and directly supports regional workforce demands and community needs.

Key Performance Indicators

- Number of new degree-seeking students enrolled



**NSU is committed
to serving students
beyond our main
campus.**

Objective 2.2: Implement comprehensive concurrent enrollment pathway programs

Concurrent enrollment creates earlier, more direct pathways to college. These programs increase high school graduation rates, college enrollment, credit accumulation, and degree attainment. NSU is committed to building a concurrent enrollment system that is comprehensive in scope, well-supported in delivery, and sustainable over time.

Key Performance Indicators

- Number of concurrent enrollment students at NSU
- Percentage of concurrent enrollment students who subsequently enroll at NSU
- Concurrent enrollment course success rates (grades of A, B, C, or S)
- Year-over-year concurrent enrollment course completion rate
- Percentage of concurrent enrollment courses with documented alignment between high school course objectives and NSU course learning outcomes, reviewed annually
- Percentage of concurrent enrollment courses with documented alignment between high school course assessment methods and NSU course assessment methods, reviewed annually
- Percentage of concurrent enrollment instructors who have completed NSU professional development requirements, reviewed annually

Objective 2.3: Expand opportunities to develop NSU's geographic reach

NSU is committed to serving students beyond our main campus. Expanding our geographic reach makes higher education more accessible, supporting academic success and economic mobility.

Key Performance Indicators

- Number of new degree-seeking students enrolling from outside the primary service region
- Number of course sections offered at off-campus or satellite locations



GOAL 3

STRENGTHEN OPERATIONAL EFFECTIVENESS AND MATURITY

Objective 3.1: Advance operational efficiency, consistency, and excellence

A university that operates well serves its students better. NSU is committed to advancing the operational systems, communication structures, and cross-functional collaboration that enable the institution to fulfill its mission effectively.

Key Performance Indicators

- Number of documented standard operating procedures implemented in core administrative processes

Objective 3.2: Expand, diversify, and increase the sustainability of financial resources

Financial sustainability strengthens NSU's ongoing ability to operate effectively and sustain the programs and services on which students depend. By growing and diversifying revenue through increased fundraising, new programs, external grants, and other sources, NSU reduces dependence on any single funding stream and ensures its capacity to invest in academic programs, student support, and other institutional priorities.

Key Performance Indicators

- Percentage of revenue from sources other than tuition, fees, and state allocations
- Number of unique donors (alumni, corporate, and foundation)

**NSU's alumni are its most enduring
connection to the communities it serves.**

Objective 3.3: Enhance NSU's visibility and brand awareness

Visibility is a key lever for institutional growth, credibility, and long-term sustainability. A strong brand presence attracts students, faculty, partners, and resources and expands opportunities for the entire university community. NSU is committed to increasing public recognition of its strengths, values, and contributions, so that the communities it serves know what NSU offers and why it matters.

Key Performance Indicators

- Inquiry-to-application conversion rate
- Total media impressions and earned media coverage mentions
- Number of Career Services Center partnerships (workshops, internships, career fair employers)

**Objective 3.4: Foster a vibrant and engaged alumni community**

NSU's alumni are its most enduring connection to the communities it serves. A vibrant, engaged alumni community amplifies the university's reputation, opens doors for current students through mentorship and networking, and sustains NSU's mission beyond graduation.

Key Performance Indicators

- Percentage of First Destination Survey respondents reporting employment, continued education, and/or community engagement in Nevada, tracked annually
- Number of alumni engaged through Scorpions Connect



GOAL 3

Objective 3.5: Cultivate a workplace experience that uplifts employees and promotes their professional development

Operational maturity requires a workforce that is engaged, stable, and continuously developing. NSU is committed to cultivating a workplace where employees feel valued, supported in their professional growth, and connected to the institution's mission.

Key Performance Indicators

- Percentage of employees reporting an overall positive workplace experience on the Great Colleges to Work For Survey
- Employee retention rate



ACKNOWLEDGMENTS

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Photos by Jacob Kepler, unless noted.



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