



## 2019-23 PLANNING REPORT

### STRATEGIC OBJECTIVES

Nevada State College (NSC) is dedicated to providing high-quality educational opportunities through baccalaureate and targeted Masters programs that open the door to career success and an enhanced quality of life for a promising population of students, including many from first-generation and historically underserved backgrounds. To this end, the College emphasizes superb instruction, excellent academic programs, exemplary student support, and innovation as a means to more efficient, effective outcomes in all corners of the campus. Ultimately, the college aspires to promote the educational, social, cultural, economic, and civic well-being of both the citizens and State of Nevada.

The college strives to fulfill its mission by maximizing the quality and accessibility of a baccalaureate and Masters education. To address the former, NSC offers a learning experience characterized by personal attention, advanced technology, and exceptional teaching practices. To address the latter, NSC strives to maintain a comparatively low cost of education while meeting the diverse needs of our student population through student-centered degree pathways, robust academic support, and engaging student life opportunities.

The following strategic objectives guide the pursuit and implementation of mission-specific goals for 2019-2023:

1. Increase student retention, degree completion, and overall academic success, particularly among first-generation, under-represented students by improving comprehensive academic resources, first-year experience and summer bridge initiatives, academic support programs, peer support initiatives, and overall student quality of life.
2. Expand the enrollment of students from targeted populations through strategic, evidence-based recruitment and marketing, as well as enhanced relationships with all relevant communities, including area high schools and NSHE's two-year colleges.
3. Increase the activities, resources, and physical space needed to foster a more engaging student and residential life experience on campus.
4. Continue to develop and enhance academic programs that offer distinctive, high-quality learning experiences to students.
5. Continue to build the campus data infrastructure to enhance our reliance on assessment and evidence to drive institutional improvement, enhancements in customer service, and innovation.
6. Expand our efforts to integrate technology into our processes to enhance quality and maximize efficiency, particularly for underlying structures that support student success (e.g., degree pathways, E-Alerts) and institutional business processes.

7. Continue to develop innovative partnerships between academic and student affairs that facilitate student-centered practices and provide students with the integrated, structured support needed to achieve their goals and meet our expectations.
8. Introduce dependable and data-driven degree pathways that help facilitate the timely progression of students from the first day of enrollment – including that which occurs at community colleges – to the attainment of a degree at NSC.
9. In accordance with our statewide mission, establish strong partnerships and articulation agreements with incentives for students who have earned an associate's degree.
10. Maintain affordability and administrative efficiency to ensure that students are able to afford a high-quality college degree from NSC.
11. Expand extramural funding to support the success of first-generation and under-represented students, enhance degree programs, and facilitate greater experiential/research opportunities.
12. Redesign remedial placement practices and associated gateway courses to facilitate student skill-acquisition while simultaneously decreasing costs and time to completion.
13. Prepare students to serve and lead Nevada's workforce by fostering essential knowledge and skills through exemplary instructional practices, cutting-edge technology, research or project-based curricula, and enhanced faculty and staff development initiatives.
14. Create and strengthen partnerships that provide a synergistic and interdependent relationship with the Southern Nevada community, particularly in the creation of a workforce-centered internship program and the development of public-private ventures that leverage the usage of our land.
15. Foster, model and disseminate institutional best practices that contribute to a broader understanding of teaching excellence and student success in higher education, particularly in support of historically under-served student populations (e.g., first-generation students).
16. Enhance our Hispanic Serving Institution status (HSI) by cultivating the learning experiences, support structures, and resources to promote student success.

## ACADEMIC PROGRAMS

Beginning from a commitment to our mission and core values, and guided by data on career prospects, educational market saturation, and student interest, NSC has prioritized the introduction of the following new academic programs and initiatives over the next four years. A commitment to the quality and health of existing programs, in accordance with projected resources, as well as strategic planning for the future of the institution strongly influenced the selection of new programs and initiatives.

New Program Name	Brief Description	Date of Implementation	Estimated Cost	Funding Sources Outside of State Dollars
Early Childhood Education	An inclusive BAED degree that qualifies graduates for dual licensure in Early Childhood Education and Early Childhood Developmentally Delayed Education	Fall 2020	Fiscal Year Strategic Initiative Funding Request was for \$80,883	Private donors have expressed interest in supporting an early childhood center on our NSC campus. Early Childhood Center in new (proposed) SoE Building.
Secondary Education Dual Programs, BA degrees in STEM majors	The School of Education is collaborating with the School of Liberal Arts and Sciences to create programming that allows students to earn dual a secondary education degree and a content degree (potentially a new BA degree in the STEM disciplines).  The SoE will confirm/create Dual Programs in Math/Math Education and Biology/Biology Education	Create dual programs in Math/Math Education and Biology/Biology education for Fall 2019	NSC, with UNR and UNLV, has proposed a FY Strategic Initiative Funding for a statewide program like “UTeach.”  No funds requested	TBD. The potential for outside funding is being explored
English Language Acquisition and Development (ELAD)	The SOE is looking to significantly increase enrollment in undergraduate and/or post-baccalaureate level coursework that leads to teaching candidates or currently practicing K-12 teachers meeting the requirements for the NDE ELAD endorsement	This initiative will support NSC’s efforts to add a new NDE ELAD endorsement. A potential implementation date is Fall 2020	A new faculty member was hired for ELAD in Fall 2017. No additional cost projected for the coming academic year.	TBD

New Program Name	Brief Description	Date of Implementation	Estimated Cost	Funding Sources Outside of State Dollars
BS in Chemistry	Pursuing an American Chemistry Society certified Chemistry BS	Fall 2020	\$100,000 one-time for equipment; \$25,000/year equipment maintenance	None
BS in Health Sciences	This degree provides an alternative 4-year degree pathway for pre-nursing and other students for careers in the health sciences outside of nursing	Fall 2020	Two 9-month tenure track lines and one 12-month lecturer: \$275,000 + fringe	None
BA Public Policy or Public Administration	Programming in public administration, leadership or service	Fall 2021	\$250,000	Private donors have expressed interest in supporting this program at NSC
BA in Sociology	The Las Vegas Valley is a rapidly changing and unique metropolitan area. The creation of a major in Sociology will better able NSC to help our students make sense of the world around them and their place in it. SOC B.A. would also serve to complement NSC's robust Psychology program and newly created Communication major	Fall 2021	One new tenure-track faculty hire \$65,000 + fringe	TBD. The potential for outside funding is being explored
BS in Data Informatics	The BS in Data Informatics immerses students in the ways data and technology are informing revolutionary changes in the understanding and resolution of complex societal issues. The interdisciplinary program will have three tracks that mirror the highest demands in the workforce: Bio-informatics, Health informatics, and Business informatics	Fall 2021	Two tenure track faculty \$82,000 + fringe per faculty  One lecturer \$58,000 + fringe	No outside funding at this point, but grants/donations will be pursued

New Program Name	Brief Description	Date of Implementation	Estimated Cost	Funding Sources Outside of State Dollars
Master's in Nursing: Generalist with specialty tracks that meet market demands	There is increased demand for nurses with an advanced education to meet the needs of hospitals, clinics, and other healthcare settings throughout the state. A generalist approach allows students to complete an MSN with specialty tracks that meet market demands	Fall 2020	Three new nursing faculty (doctoral Prepared/tenure track) \$100,000 + fringe per faculty	TBD. The potential for outside funding is being explored
BS in Computer Sciences	This program will provide students with software development and programming skills, while preparing them for a host of promising career opportunities in Nevada, including occupations as software application developers and computer systems analysts	Fall 2022	One tenure track faculty \$82,000 + fringe  One lecturer \$58,000 + fringe	No outside funding at this point, but grants/donations will be pursued

## STUDENT SERVICES

During the next four years (2019-2023), Nevada State College will expand upon and/or introduce the following student service initiatives.

New Program Name	Date of Implementation	Estimated Cost	Funding Sources Outside of State Dollars
<p><i>Expanded Student Life &amp; Residential Experience</i> Dramatically increase the scope of student life experiences at NSC while maintaining a commitment to personal development and academic integration. New personnel include a Director of Wellness, a Compliance Officer, a Student Life Manager, and an Administrative Assistant.</p>	2019-2023	<p>Operating costs of approximately \$50,000</p> <p>Hire a Director of Wellness, Compliance Officer, Manager of Student Life, and Administrative Assistant \$298,000 + fringe</p>	Options are being explored with College Advancement
<p><i>Peer Leadership Program</i> Implement a peer leadership program that develops campus leaders and provides mentorship to student cohorts from their initial enrollment at NSC to degree attainment; expense covers operating costs and student wages.</p>	2019-2021	\$50,000	Student fees
<p><i>Complete College America Pathways Project</i> Participate in Complete College America Metro Pathways Project to develop guided pathways to baccalaureate degree attainment for first-time NSC freshman and CSN transfers; expense covers operating costs and stipends.</p>	2019-2020	\$15,000	Student fees
<p><i>Comprehensive Advising &amp; Mentorship</i> Implement comprehensive 4-year student advising that eschews our 0-60 credit advising model and provides students with professional advising at the Academic Advising Center from 0 credits to degree completion. Complement this effort with faculty mentorship that also runs from the freshman year to graduation. Expense covers three new advisors.</p>	2020	<p>Three new advisors \$40,000 + fringe per advisor</p>	Student fees
<p><i>Enhanced New Student Orientation</i> Implement robust Student Orientation Week for first-time freshman that improves students' preparation and community engagement; expense covers operating costs.</p>	2019	\$50,000	Orientation fee

New Program Name	Date of Implementation	Estimated Cost	Funding Sources Outside of State Dollars
<p><i>Expand Instructional Technology Support</i> Increase ability to provide development opportunities to instructors and support for strategic curricular initiatives (e.g., improved online infrastructure and instruction); expense covers one new instructional technologist.</p>	2019	\$80,000	None
<p><i>Outcomes Assessment &amp; Core Curriculum Support</i> Strengthen outcomes assessment process, improve implementation of recommendations, and work with faculty/deans to establish greater quality and consistency in the core curriculum; expense covers CTLE position.</p>	2020	\$65,000	None
<p><i>Student Services Platform</i> Secure advising software that will direct students along ideal degree-completion pathways with prescribed curricular sequences, facilitate a robust E-Alert system, and support effective case management.</p>	2019	\$100,000*	Student fees
<p><i>Increased utilization of academic support</i> Increase utilization of academic support in advising, the Writing Center, and the Academic Success Center, particularly in the freshman year; expand virtual and on-demand academic assistance opportunities.</p>	2019-2023	\$75,000*	None
<p><i>Expanded Student Wellness Support</i> Expand on-site student counseling to include at least one additional day of service each week.</p>	2019-2020	\$24,000	None
<p><i>First-Year Experience</i> Continue to develop an engaging first-year experience that promotes student retention and long-term academic success; expense covers three additional FYE lecturers.</p>	2019-2022	Three lecturers \$42,000 + fringe per lecturer	None
<p><i>TRiO Student Support Services</i> Renew our TRiO-SSS grant in 2020 when the current grant expires to continue promoting high retention/graduation rates among low-income, first-generation students.</p>	2020-21	\$225,000	Federal grant (TRiO SSS)
<p><i>International Program Development</i> Develop capacity to implement and maintain international programs; expense covers registrar staff with specialization in this area.</p>	2020	\$40,000 + fringe	None

New Program Name	Date of Implementation	Estimated Cost	Funding Sources Outside of State Dollars
Secure funding and develop programming to increase STEM teachers in Nevada.	2019-2020	\$200,000	Federal grant funding (Noyce, NSF)
<i>Career Services Center</i> Support career services center to engage students in more community opportunities and internships.	2019-2023	\$55,000	Student fees
Expand Teacher Academies in the High Schools through dual credit offerings to address Nevada's teacher shortage and create a pipeline for high performing secondary students to enroll in NSC's School of Education and enter teaching careers.	2019-2023	\$80,000	Private funding
Daycare	2020-2021	\$300-600,000*	Private funding
Structure courses and curricula to imbue students with functional and marketable skills that promote opportunities for career, graduate school, and personal success.	2020	\$48,000 (Summer Institute for faculty)	Private funding

**\* Requested funding is not final and awaits further review**