Essential Engagement Sesquicentennial Plan 2011-2017 Progress Report as of July 31, 2012

Progress on the Sesquicentennial Plan will be recorded and evaluated each year. Progress for each strategic initiative is provided by the Cabinet member responsible. An annual performance metric report organized by strategic initiative is also prepared each year. The plan will be evaluated, refined and improved as necessary.

The vision of the strategic plan is that Peru State College will be a college of choice fostering excellence and student achievement through engagement in a culture that promotes inquiry, discovery, and innovation. There are eight strategies organized around the following two transformational goals:

1. Excellence through Essential Engagement

The focus on excellence through essential engagement will shape the educational experience at Peru State. New approaches to developing and serving students using active approaches to teaching and learning will be implemented as the College explores innovative ways to connect with the world, eroding the artificial barriers between scholarship and practice. Three strategies support this transformational goal.

2. Increased Prominence

To become a college of choice, increasing visibility and awareness of Peru State College and its engaging educational experiences is critical. The goal to increase the College's prominence is supported by five strategies.

The document that follows provides progress updates to the Sesquicentennial Plan by year. These updates are in the form of a bulleted list for each initiative.

<u>Strategy One:</u> Enhance the student experience through distinctive engagement.

- a. Create a Community Development Initiative by:
 - Establishing an Institute for Community Engagement (ICE) that:
 - 1. Promotes community partnerships and service learning initiatives.
 - 2. Works with advisory boards.
 - 3. Identifies and secures funding.
 - 4. Develops and rewards student/faculty independent research relationships.
 - 5. Supports the activities of community development courses.
 - ii. Developing an interdisciplinary/integrative upper-division community development course or courses focused on applied leadership and learning through community engagement.

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Summary of activities completed:

i.

- The General Studies Program has been revised to accommodate an interdisciplinary upper-division course focused on community issues and engagement.
- b. Support educational engagement initiatives by:
 - i. Providing funding for investigation and implementation of advanced engagement techniques in critical college courses.
 - ii. Providing access to international/multicultural study programs.
 - iii. Supporting innovative field engagement approaches such as field trips, speakers, service learning, living/learning communities and residence life programs.
 - iv. Continuing academic advising enhancements. (NSCS Emphasis)

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- Academic Affairs completed a comprehensive review of academic programs that resulted in a revised, more powerful, yet more compact, General Studies Program that reflects best practices, including an explicit consideration of engagement with technology and an interdisciplinary capstone experience.
- Extensive changes to majors were made to reflect best practices, particularly in the Schools of Education and Professional Studies. There is an enhanced emphasis on technology in both schools.
- Two option areas (Educational Studies and Law & Society) and one minor (Journalism) were also added. These changes were influenced by the Strategic Planning and HLC Self-Study processes, which featured extensive engagement with interested constituencies.

Transformational Goal: Excellence through essential engagement

- Eighteen Student Engagement Enhancement (SEE) Proposals were submitted. Sixteen were funded and will implemented over the course of spring 2012 and the 2012/13 academic year. Eight of the proposals involved field experiences/travel.
- Academic Affairs supported the second Student Research Conference, "Overcoming Obstacles," organized by Phi Beta Lambda students.
- Guest speakers and field experiences continued to be a required component of all COLL 101 sections.
- Faculty members are beginning to plan other types of engaging events. For example, Professional Studies faculty held the first Law Studies Symposium and arranged a seminar on the morality of capitalism.
- New academic progress sheets reflecting the academic program changes were posted in April in time for the bulk of new student advising. Several e-mails, including reports tracking the origin and logic of the changes made to the General Studies program were sent out during spring 2012.
- c. Develop a comprehensive Rural Health Opportunities Program (RHOP) by:
 - i. Cultivating relationships with area healthcare providers and the University of Nebraska Medical Center.
 - ii. Implementing a facilities improvement plan.
 - iii. Hiring faculty to support program growth.
 - iv. Seeking outside funding for specialized equipment needs.

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- Two students were selected to participate in the pharmacy RHOP program and will enroll in fall 2012.
- One current student was selected to participate in the PHEAST program to begin in fall 2012.
- The College hosted representatives from the UNMC College of Nursing two times during the year to discuss RHOP seats.
- Allied Health initial contacts were made during spring 2012 and a campus visit was made by their Dean, Dr. Greg Karst.

Strategy Two: Foster engaged learning and achievement through proven best practices.

- a. Increase engagement opportunities in the College's core mission by:
 - i. Increasing instruction by full-time faculty, adding two faculty positions each year of the sixyear plan.
 - ii. Facilitating faculty engagement initiatives and innovative teaching through the evaluation, promotion and tenure processes.

2011-2012 Progress Report

Summary of activities completed:

- Four new faculty positions were added (Criminal Justice, Business, Biology, Music) and individuals were hired to start in fall 2012.
- This is the first year for faculty to more purposefully and directly report their work in instructional/engagement enhancement in their Professional Activity Reports, which were revised in spring 2011 for this purpose. Deans report strong compliance and quality ideas.

b. Enhance online instruction through:

- i. Hiring an additional instructional technology employee with advanced training.
- ii. Providing course improvement funding.
- iii. Upgrading technology.

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- A search for a Director of Distance Education is underway. The position profile has been realigned to focus on planning for instructional enhancement and quality control.
- The College migrated to Blackboard Learn 9.1 in May 2012. Faculty training was available before and after the migration. The new version better supports electronic course evaluations, grading rubrics, collaboration using wiki's and blogs, as well as making aesthetic improvements.
- c. Formulate a co-curricular educational plan focused on leadership development and global experiences that integrates with the academic experience of students by:
 - i. Creating a leadership development program.
 - ii. Enhancing the Distinguished Speaker Series.
 - iii. Creating social integration programs such as learning communities, diversity awareness programs and alternative spring break experiences.
 - iv. Facilitating service opportunities.

Transformational Goal: Excellence through essential engagement

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Summary of activities completed:

- The College hosted three nationally and internationally recognized speakers in 2011-12.
- Student-led international volunteering partnerships with the BAWA Health Initiative, as well as an orphanage in Uganda, were developed as a result of the Distinguished Speaker Series.
- Other speakers presenting to students and staff were Dr. Tom Osborne, Lee and Bill Sapp of Sapp Brothers Petroleum and Travel Centers, and dyslexia expert Susan Barton.
- The College hosted a strategic planning/team building seminar for student leaders in fall 2011.
- A campus-wide Diversity Committee was reestablished to begin looking at diversity efforts at Peru State and how to create a more inclusive environment. The committee:
 - Developed a definition of diversity.
 - Developed commissions to focus on three areas across campus: classroom inclusion, welcoming campus, and welcoming work environment.
 - Hosted a Racial Justice Workshop.
- d. Improve service to students and their families in all areas by:
 - i. Utilizing a campus climate survey.
 - ii. Setting benchmarks for service, e.g. length of time to process student paperwork, etc.
 - iii. Reducing barriers for both online and on-campus students through a student-centered, full-service support program with extended hours.
 - iv. Providing cross-training opportunities.
 - v. Instituting a continuous model of training for staff and faculty focused on serving students.
 - vi. Enhancing campus communication.

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- Data was collected through a campus climate survey in spring 2012. Response participation rates were 20.7 percent for students, with 94 percent faculty/staff members participating.
- A 24-hour application processing time standard for the Office of Admissions was established.
- The College hosted a Threat Assessment Workshop in fall 2011 and CARE Team training was implemented. More than 100 employees attended.
- Racial justice seminars for faculty, staff and students were conducted in spring 2012.
- The Professional Staff Senate sponsored a Gallup Workshop.
- The Bobcat Bulletin, an informational newsletter for faculty and staff, was created for periodic publication throughout the academic year.
- There has been an increase in key topic presentations, such as threat assessment, Enrollment Management Plan, marketing efforts, and the strategic plan to various groups across campus, including Support Staff Senate and Professional Staff Senate.

- The Student Enrollment Management Plan was presented to the Foundation, National Alumni Board, academic schools, Professional Staff Senate, Support Staff Senate, Student Senate, Student Life, CATS and Athletics.
- An e2Campus emergency/campus closure system was implemented to enhance emergency communication methods.
- The campus two-way radio system was updated to improve communication within Campus Services, Security, Residence Life and with key administrators.
- A new text message option for student activities was implemented.
- A new athletics website was launched.
- A new Smart Phone App was made available.
- The Marketing and Communications department created a Twitter account for Peru State.
- A full-time licensed student counselor was hired and began work in fall 2012.

<u>Strategy Three:</u> Create a dynamic learning environment for the campus community focused on professional development and technology.

- a. Encourage growth & leadership development through professional engagement by: (NSCS Emphasis)
 - i. Encouraging and supporting ongoing professional development focused on leadership for the campus community.
 - ii. Offering additional research and creative funding for all faculty members.
 - iii. Setting clear standards for research and creative work through the promotion andtenure process.
 - iv. Rewarding professional development and leadership for the campus community through the evaluation process.
 - v. Enhancing recognition for the campus community.

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- Funding for faculty professional development has increased from \$22,000 to \$32,000. Both of these amounts are exclusive of funding from the deans' budgets. In 2011-12, a total of 43 requests were funded, which represents a three-fold increase. Nineteen percent of faculty benefited from professional development funding in 2010-11. The proportion increased to more than 54 percent in 2011-12.
- The Faculty Professional Development Policy was modified to allow funding for doctoral work to accelerate the credential enhancement process.
- Several technology training sessions were offered to introduce faculty to new features of the latest version of Blackboard, new presentation equipment and software, clicker technology, etc.
- A new section for technology-facilitated instruction was added to the faculty resources available on the Academics Web page. This area will serve as a repository for information which will grow and be shared in different ways over time.
- The Professional Staff Senate awarded \$1,000 of professional development funds to members for graduate study and conference attendance.
- Professional Staff Senate sponsored a luncheon presentation on leadership that featured a speaker from Gallup.
- b. Improve campus technology so students experience a contemporary technological environment by:
 - i. Developing an instructional technology strategic plan that addresses:
 - 1. Classroom technology.
 - 2. Online infrastructure.
 - 3. Campus infrastructure.
 - 4. Faculty support and education.
 - ii. Creating an operational budget line that supports periodic technology upgrades for the entire campus.

- An instructional technology permanent budget line was created and funded. Additional resources are transferred as projects are prioritized.
- Forty-seven new laptop computers and related equipment were acquired for faculty and staff in the academics area to better integrate technology in the classroom and for collaboration between faculty members.
- New presentation technology was installed in 11 classrooms and a learning environment upgrade for one additional classroom was accomplished.
- Library and CATS Computer Lab equipment and software upgrades for 65 stations were completed.
- A new, 35-station advanced application computer lab in TJ Majors was created. This was a student engagement project coordinated by the CMIS program.
- Two new servers to support student learning activities at the program level were acquired.
- Twelve new pieces of significant, in terms of performance and visual impact, music equipment were purchased.
- Campus Internet capacity was increased by 50 percent, from 100 Mbps to 150 Mbps.

<u>Strategy Four</u>: Strategically communicate College strengths, distinctiveness and successes.</u>

a. Develop a consistent brand that fosters a perception of quality.

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Summary of activities completed:

- Television ads during Husker football games, the Husker bowl game and the Super Bowl were purchased.
 - *The TV ads won Higher Education Marketing Report Gold & Silver Awards.
- A Strategic Marketing Plan was developed and refined.
- A Communications Guide and Visual Identity Manual was developed and refined.
- All admission materials were redesigned and rewritten to better reflect a brand focused on student engagement.
- A new Athletic Web site was launched.
- Live-Stream capabilities for athletic events, graduation, etc. were developed.
- A mobile app (360-degree tour) was created and implemented.
- Social media, including Twitter and Facebook, were utilized to distribute brand messaging and news to 3,000+ followers.
- The Distinguished Speaker Series was promoted on Nebraska Public Radio.
- The annual Homecoming Tailgate festivities drew more than 1,500 guests to campus.
- The Nebraska Press Women Association's meeting was hosted at Peru State.
- The Coordinating Commission for Post-Secondary Education Board Meeting was held on campus.
- b. Create a six-year strategic marketing plan that:
 - i. Utilizes a segmented approach to marketing.
 - ii. Targets a regional online market niche.
 - iii. Facilitates expansion of the College's current base by:
 - 1. Emphasizing the One Rate, Any State program.
 - 2. Targeting Omaha and Lincoln as growth markets and identifying growth markets in Iowa, Missouri and Kansas.
 - 3. Exploring recruitment of military personnel.
 - 4. Growing online and graduate enrollments.
 - 5. Featuring the academic advantages of our class schedule.
 - 6. Creating an interactive prospective student experience on our website.

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- A Strategic Marketing Plan was developed and refined.
- An annual Marketing Operational Plan was developed.
- A Communications Guide and Visual Identity Manual was developed and refined.

Transformational Goal: Increased Prominence

- Out-of-state markets for recruitment strategies were identified and efforts initiated.
- A sophomore through senior recruitment strategy was developed and implemented.
- A Military Appreciation Program (MAP) was initiated.
- A strategy for the recruitment of military students and bachelor of applied science students was developed and implemented.

c. Continue to support athletic program improvements and success.

2011-2012 Progress Report

Summary of activities completed:

- A Graduate Assistant model to replace part-time assistant coaches was implemented. These additional GA positions were funded through existing dollars.
- Year one of a three-year residence hall room waiver increase plan was completed.
- The number of tuition waivers for Men's and Women's Basketball was increased by three FTE scholarships per program.
- A reorganization of the Football program staffing was enacted.
- A new Athletics Web site platform was implemented.
- The new Fitness Center was opened.
- d. Establish new ways to build relationships with prospective students through the admission cycle involving academic schools, key functional departments and students in the process.

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- Redesigned publications to better reflect brand messaging for the 2011-12 recruitment cycle.
- New written communications that reflect brand messages were developed.
- The new online application for admission was implemented.
- The student prospect pool was increased through the purchase of additional names.
- A more dynamic Facebook presence, Twitter and instant messaging were implemented.
- A new app for iPhone/Android focused on the campus tour was created.
- QR (Quick Response) Code technology for Smartphones was implemented.
- Level one of telecounseling was implemented.
- EMASPro, Customer Relations Management software for recruitment, was purchased and installed.
- The Director of Admission position was reestablished.
- PSC became a partner with the University of Nebraska Medical Center College of Pharmacy through the Rural Health Opportunities Program (RHOP).

Strategy Five: Develop a long-term resource acquisition strategy to support initiatives for a strong future.

a. Rebuild and foster relationships with potential donors and alumni to facilitate internships, speakers, and mentoring opportunities.

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Summary of activities completed:

- Communication
 - The Peru Stater alumni newsletter continues to be mailed each semester to all on the database.
 - Direct mail appeals have increased to two or three per year (at least one to the entire database including non-donors).
 - Telemarketing effort was moved to fall and the population to be called has increased.
 - Foundation and NAA social media sites and Web pages were regularly updated.
- Events
 - The PSC Foundation sponsored seven alumni events or receptions in 2011-12 in Massachusetts, Missouri, Iowa, Nebraska and California. Approximately 220 alumni attended the various receptions, not including the annual Alumni Chili Feed in Peru.
- Individual cultivation
 - Approximately 600 individual donor cultivation contacts in 2011-12, including more than 200 personal visits.
- b. Increase cultivation activities.

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- In addition to the above update, cultivation activities have increased dramatically via individual cultivation for the Oak Bowl and Campus Entrance projects. Oak Bowl efforts include two separate ID and Evaluation meetings, several group updates on the Oak Bowl (NAA, Football Boosters, etc.) and a number of individual cultivation/solicitation meetings with lead gift donors. There have been good results with approximately \$600,000 pledged to-date for the Oak Bowl and almost \$300,000 pledged for the Entrance.
- c. Design a six-year fundraising strategy focused on supporting the strategic plan.

Summary of activities completed:

- The six-year fundraising strategy concept is largely based on major College wants and needs and not on improving annual giving or annual communication efforts. Annual, or ongoing efforts, will be addressed by the Foundation in a separate planning function.
- The Foundation is currently working on a "Stepping Up for Peru State" concept to address the major needs of the College through the Sesquicentennial celebration. The Stepping Up effort is a commitment exercise as a resource development project. The Stepping Up concept will play a key role in determining the institutional case for support for the College for the foreseeable future.
 - Preliminary sections of the Stepping Up concept have been completed in working document form.

d. Increase annual, planned and major gifts.

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Summary of activities completed:

In 2011-12 the Foundation continued to increase advancement efforts with annual, planned and major gift efforts in mind.

- Annual gift efforts have significantly increased through direct mail appeals to both donors and nondonors.
 - The Back to School appeal was mailed to special contacts and anyone with a previous gift on file (about 3,600).
 - The spring appeal was sent to all constituents on file (about 9,700).
 - Most importantly, the annual phone-a-thon was moved to fall and the program redesigned so that Peru State students would be making the calls. A total of 3,187 contacts were made from 40,000+ attempts.
- Gift Planning
 - The Foundation continues to promote planned gifts, specifically bequests, via regular articles in the Peru Stater. In 2011-12, two feature articles outlining Peru alums and their giving plans were included in the Stater (fall 2011, Zook; spring 2012, Harrison).
 - In addition, in 2011-12 the Foundation contracted with the Stelter Agency to completely revamp the gift planning section of the Foundation's Web site.
 - The Foundation has reviewed and revised the Peru State legacy club known as the 1867 Society. Processes and procedures for the 1867 Society have been modified and updated, and a contact/verification system for all existing members is now in place and began in October of 2012.

- Major Gifts
 - The vast majority of major gift efforts during 2011-12 were focused on the Oak Bowl and Campus Entrance projects. This focus will continue for the next three to four years.
 - The Foundation worked with legal counsel to establish a boilerplate gift agreement and several proposals were delivered during the year.

e. Create a capital campaign strategy with priorities.

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- Future capital campaign funding priorities have been established with the College president and through the College's strategic plan.
- Efforts for the Oak Bowl and Campus Entrance projects are already underway. The entire scope of capital funding priorities has been used in the creation of the Stepping Up Commitment Campaign currently in design stage for the Foundation.

f. Implement Foundation driven grant exploration and application strategies. (NSCS Emphasis)

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- In 2011-12 the Peru State Foundation began exploring area Foundations for cultivation for various PSC projects. The list includes 18 local and regional organizations.
- In addition, the Foundation has contracted with Dr. Gene Crume to research and cultivate area Foundations specifically for the Oak Bowl effort.

Strategy Six: Improve campus facilities.

- a. Develop priorities and funding strategies for high visibility facilities like Delzell Hall, the campus entrance, Student Center, Oak Bowl, TJ Majors, and Centennial Complex) by:
 - i. Completing a program statement with funding strategies for Delzell Hall.
 - ii. Conducting a capital campaign feasibility study in cooperation with the PSC Foundation to determine donor capacity and interest.
 - iii. Creating a plan for improvements to the Centennial Complex, TJ Majors, and the Student Center.

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Summary of activities completed:

- A code compliance project in the Jindra Fine Arts building has been completed.
- Morgan Hall renovation Phases II, III and IV are completed..
- The 2012-22 Campus Facilities Master Plan for Peru State was accepted by the NSCS Board of Trustees in April 2012.
- The Oak Bowl program statement has been approved. The state appropriated \$7.5 million. Additional funding sources are being pursued. The project begins in October2012.
- DLR architectural firm was selected to prepare the program statement for the renovation of Delzell Hall.
- BVH and Clark Enersen firms were selected to prepare the program statement for renovation of the Student Center.
- The revamping of the HVAC system in the Student Center was completed in spring 2012.
- The HVAC system in the College Theatre was redone in spring 2012.

b. Identify other potential projects to support academic initiatives that could qualify for state funding. (NSCS Emphasis)

2011-2012 Progress Report – Bruce Batterson

- The College was notified that the Task Force on Building Renewal (LB309) intends to fund \$2.5 million of upgrades to T.J. Majors building over the next two years.
- c. Work with the City of Peru to create a College/community integrated development strategy that includes:
 - i. Developing a plan to revitalize Park Avenue, Neal Park, the campus entrance, 5th Avenue and select businesses.
 - ii. Creating more green space around the campus.

- The College is working with the City of Peru on a Park Avenue improvement project that would include widening the road, adding curbs and gutters, installing better lighting, and improving the walkway with landscaping. The Peru City Council voted to pursue two grants to support this project.
- The Foundation has identified a campaign chair and begun the fundraising process to support the Park Avenue project.
- The Foundation purchased and demolished a house in disrepair on the corner of 5th and Hoyt Streets.

<u>Strategy Seven</u>: Create a sustainable long-term growth strategy.

a. Evaluate higher education needs in light of national higher education goals in Nebraska and surrounding states.

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Summary of activities completed:

- Initiatives for this strategy will occur in years three through six of the plan.
- b. Develop a growth plan to support the stated Nebraska P-16 goal to be in the top 10 tier nationally in college-going rates.

2011-2012 Progress Report

Summary of activities completed:

- Initiatives for this strategy will occur in years three through six of the plan.
- c. Evaluate online student demand in the region and create a plan to build online infrastructure to accommodate growth.

2011-2012 Progress Report

Summary of activities completed:

- Initiatives for this strategy will occur in years three through six of the plan.
- d. Assess demand for on-campus growth and develop a long-term plan to accommodate more oncampus students.

2011-2012 Progress Report

Summary of activities completed:

• Initiatives for this strategy will occur in years three through six of the plan.

<u>Strategy Eight</u>: Improve the quality of life in Peru and the surrounding area.

a. Build partnerships across southeast Nebraska.

2011-2012 Progress Report

Summary of activities completed:

- A Rotaract Chapter was formed for PSC students. This was sponsored by five Rotary Clubs in southeast Nebraska including Auburn, Falls City, Humboldt, Nebraska City and Pawnee City.
- Four students served on the Brownville Fine Arts Association Board.
- Students served as interns for the Auburn Teammates chapter and for Nemaha Against Drug and Alcohol Abuse Coalition.
- The College provides its facilities to a variety of southeast Nebraska organizations each year.
- Athletics began outreach programs to area schools focused on leadership development.
- A group of PSC students scraped and painted the Brownville School Art Gallery.

b. Collaborate with the City of Peru.

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- The College and the City of Peru participated in a strategic planning meeting facilitated by an economic development professional from OPPD. The priorities identified were as follows:
 - Park to Park/downtown revitalization
 - Housing grants, home ownership incentives, code enforcement.
 - A group of citizens asked the Peru City Council to be more aggressive in code enforcement.
 - The city is pursuing a housing grant that would provide eigh homeowners with \$20,000 each for paint and windows.
 - City of Peru Web site improvement
- The College is working with the city to develop water supply alternatives.
- The College and the city partnered on a comprehensive city-wide clean up. More than 130 students, College employees and Peru citizens worked to collect and dispose of more than 120 pickup loads of refuse.
- c. Engage students in educational opportunities and service throughout the region.

Summary of activities completed:

- Criminal Justice students have participated in the "Inside Out" program at Tecumseh State Prison where students take a class with inmates.
- Health, Physical Education and Recreation, and Marketing students supported the CHANCE health education initiative, focused on eliminating childhood obesity. This initiative was conducted in the Auburn Elementary School.
- The College was awarded three AmeriCorps Service Scholar slots.
- PSC became one of the founding members of the Nebraska Campus Compact.
- The School of Education began working with Educational Service Unit 4 to create an Education Career Academy.
- Athletics achieved Champion of Character Five-Star Institution recognition.
- d. Establish relationships with community and state political leaders (NSCS Emphasis).

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- The college hosted several state senators during the past year, including Senator Lavon Heidemann, Senator Chris Langemeier, and Speaker Mike Flood.
- In summer 2012 Senator Tom Hansen came to campus with the LB 309 Building Renewal Task Force.