



# Essential Engagement

*Sesquicentennial Plan 2011-2017  
June 2011*

Peru State College

Current version available online at:  
[www.peru.edu/strategic-plan](http://www.peru.edu/strategic-plan).



*“At Peru State  
College I am a  
person, not a  
number.  
I know my  
professors and  
they know me.”*



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# Letter from the President



## To the Peru State College Community,

During the presidential search process in the spring of 2009, through the stakeholder survey administered upon my arrival, and during individual and small group meetings with the campus community, students and alumni, it is clear that Peru State College has the energy and desire to take the next step in creating a vibrant future. A group of 14 dedicated strategic planning committee members representing all facets of the PSC community has met since August 2010 to formulate a vision.

The strategic planning process took advantage of the concurrent work of the College's Self-Study Committee, Enrollment Management Committee, Strategic Marketing Committee and Athletic Strategic Planning Committee. Input from all constituencies, including students, has been crucial in developing the plan. This input has come from surveys, senate and departmental meetings, focus groups, and town hall style meetings. Working together, a shared vision has been formed that ambitiously creates a plan for a vibrant future while building on the strengths and proud heritage of Peru State College.

I am thankful to the members of the Strategic Planning Committee for their commitment, open discussion and leadership throughout this planning process. I am also thankful to the Peru State College community for its willingness to engage in conversation focused on a vibrant future in a dynamic environment. I look forward to working together with the members of the Peru State College community, citizens of southeast Nebraska and beyond to accomplish our vision.

A handwritten signature in black ink that reads "Dan Hanson". The signature is fluid and cursive, with the first name "Dan" being more prominent than the last name "Hanson".

Dan Hanson, Ph. D.  
President  
Peru State College

# Strategic Planning Committee

## Thank you to the Strategic Planning Committee Members:

Dr. Gene Beardslee, Director of Computer Services  
Ms. Kelly Bequette, TRIO Program Director  
Mr. Heath Christiansen, Web Administrator  
Ms. Leslie Fattig, Administrative Assistant to the Vice President of Administration and Finance  
Mr. Paul Fell, Co-President of the National Alumni Association Board of Directors  
Ms. Peggy Groff, Student Success Coordinator  
Dr. Paul Hinrichs, Associate Professor of Science and Technology  
Dr. Christy Hutchison, Associate Professor of Business and HLC Committee Chair  
Ms. Julia Perry, Community Representative  
Mr. Steve Schneider, Athletic Director  
Mr. Todd Simpson, PSC Foundation Executive Director  
Dr. Dennis Welsh, Associate Professor of Chemistry  
Ms. Elizabeth Zito, Student Senate President  
Dr. Loretta Zost, Assistant Professor of Education

## With support from:

Ms. Rebecca Johnson, Graphic Design Artist  
Ms. Linda Moody, Assistant to the President

“I have been privileged to serve in several capacities throughout this reflective planning process. From first-hand experience, I can tell you that the Strategic Plan is data driven, is the result of intensive examination of our policies and practices, and is the culmination of a process designed to allow all constituencies to have input into the future direction of Peru State College. This planning process truly exemplifies essential engagement.”

- Dr. Loretta Zost,  
Assistant Professor of Education  
Strategic Planning  
Committee Member

# Introduction

Established in 1867 as Nebraska's first college, Peru State College has a long history of serving the region by broadening students' perspectives and enhancing their capacity for citizenship and leadership. As the college celebrates its sesquicentennial and plans for a vibrant future, it is important to build on our traditional strength of providing a personalized education and our more recent innovation to expand our mission through distance education.

**Essential Engagement – Enhancing Institutional Effectiveness and Prominence** was selected as the theme for the strategic planning process. The theme reflects current research on student achievement and the importance of engaging students in a supportive environment with high expectations. It suggests a new way of learning for students, a new way of interacting for college employees, and a new way for the college to interact with the community and society. This culture of engagement will further enhance our instructional approaches and outcomes, strengthening our educational experience.

While recognizing and building on our strengths and successes is important, shaping a vision for a vibrant future requires growth and change. We consider:

- What do we want Peru State College to be 5, 15 and even 25 years from now?
- What should be the hallmarks of a Peru State College educational experience?
- What traditions and experiences do we want to maintain?
- What will need to change?
- How do we communicate the essence of Peru State College more broadly?
- What vision for the future will be embraced by the entire community?

The following document provides a response to these questions and sets the direction for Peru State College over the next six years. During this time, it will serve as a guide for decisions on resource allocation. Our efforts the next six years will create an environment that positions the college for vibrancy for many years into the future. While the plan sets a philosophical direction, the details of priorities, budgets, assessment and evaluation will occur concurrently. Perhaps as important as establishing and evaluating these details is work inspired by the individual and collective vision of the organization. The vibrant future we imagine will only occur if we live out this vision each day.

**This is a living document that will be reviewed, revised and changed to respond to the needs of the college. The most current version will be available at [www.peru.edu/strategic-plan](http://www.peru.edu/strategic-plan).**





“The PSC science program is exceptional not only because of the specific classes that are offered, but also because of the way instructors encourage us to engage intellectually and think critically - like a scientist.”

- Kate Trout, Class of 2011  
Biological Science Major  
Tecumseh, NE

Outstanding Undergraduate  
Research Award Recipient  
Southwestern Association of  
Parasitology



# Mission Statement

*In educating the individual to the benefit of society, Peru State College cultivates the capacity and propensity for life-long learning by fostering independent inquiry and promoting the value of knowledge and discovery. Through innovative undergraduate and graduate programs, Nebraska's first college continues its commitment to making a vital contribution to the future of the region and the state.*

## Mission Summary

*Peru State College's mission is to prepare students to achieve personal and professional success through a life of learning for the benefit of society.*

## Purposes of Peru State College

*The purposes of Peru State College support the accomplishment of the mission and are derived from the specific responsibilities assigned to the institution by the Nebraska State College System Board of Trustees and the Nebraska Coordinating Commission for Postsecondary Education. These purposes are to:*

- Provide accessible education through engaging experiences and emphasis on student learning.*
- Offer baccalaureate degrees, with emphasis on teacher education, professional studies, and disciplines in the arts and sciences.*
- Provide graduates with an enhanced capacity for continued learning and effective citizenship through a strong general studies program.*
- Provide accessible graduate programs for working professionals leading to master's degrees in education and organizational management.*
- Contribute to the development of the fields of knowledge and instruction.*
- Contribute to economic, social and cultural development.*





# Our Vision

## Vision

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.

## Informing the vision: Our Values

- *Engagement*
- *Inquiry*
- *Discovery*
- *Innovation*

Educational *engagement* is an active approach to teaching and learning that considers the diversity of students and creates a culture of ownership, inclusion and leadership. It empowers all students and employees to connect personally with the educational experience, others and society by creating opportunities for direct involvement in learning.

Engaged educators and learners seek to understand and respect multiple perspectives in the search for solutions to problems through *inquiry* and research.

This process facilitates the *discovery* of new ideas and better practices.

These discoveries, along with continuous reflection and a commitment to service, foster a culture of *innovation* resulting in progressive change that benefits society.

“My service on the Strategic Planning Committee was a different experience from the many I have been a part of during a long career in higher education. Participants represented a true cross-section of the Peru State College community and entered into this endeavor with a true sense of commitment toward helping chart the future path of the college. This was a long, difficult process, and the final plan was the result of the hard work on the part of all involved and reflected a true sense of collaboration.”

- Paul Fell,  
Co-President of the National  
Alumni Association Board of  
Directors  
Strategic Planning  
Committee Member

# Strategic Plan Overview

## **Our intent is to be a college of choice.**

We will achieve our goal by fostering excellence and student achievement through engagement in a culture that promotes inquiry, discovery and innovation. Peru State College will direct its resources and energy over the next six years toward the following two transformational goals:

1. Creating excellence through essential engagement.
2. Increasing prominence.

This focus will position the college for continued success well into our future. Specific strategies for each transformational goal define key initiatives.

### **Transformational Goal: Excellence Through Essential Engagement**

#### *Strategies*

1. Enhance the student experience through distinctive engagement.
2. Foster engaged learning and achievement through proven best practices.
3. Create a dynamic learning environment for the campus community focused on professional development and technology.

### **Transformational Goal: Increased Prominence**

#### *Strategies*

1. Strategically communicate college strengths, distinctiveness and successes.
2. Develop a long-term resource acquisition strategy to support initiatives for a strong future.
3. Improve campus facilities.
4. Create a sustainable long-term growth strategy.
5. Improve the quality of life in Peru and the surrounding area.



“This experience has given me and others a better understanding of the importance of having the ‘business operations’ of the college work together with the ‘academics’ to provide our students with an outstanding overall learning experience. This sense of ownership will allow the campus community to continue its commitment to the development and execution of this plan.”

- Leslie Fattig, Administrative Assistant to the Vice President of Administration and Finance  
Strategic Planning Committee Member



# Transformational Goal: *Excellence through essential engagement*

## **Strategy One: Enhance the student experience through distinctive engagement.**

(Nebraska State College System, NSCS, Priority: Educational Excellence Throughout the System)

*As Peru State College establishes new approaches to developing and serving students, and as the college explores innovative ways to connect with the world, eroding the artificial barriers between scholarship and practice, the focus on excellence through essential engagement will shape the educational experience. Three strategies support this transformational goal.*

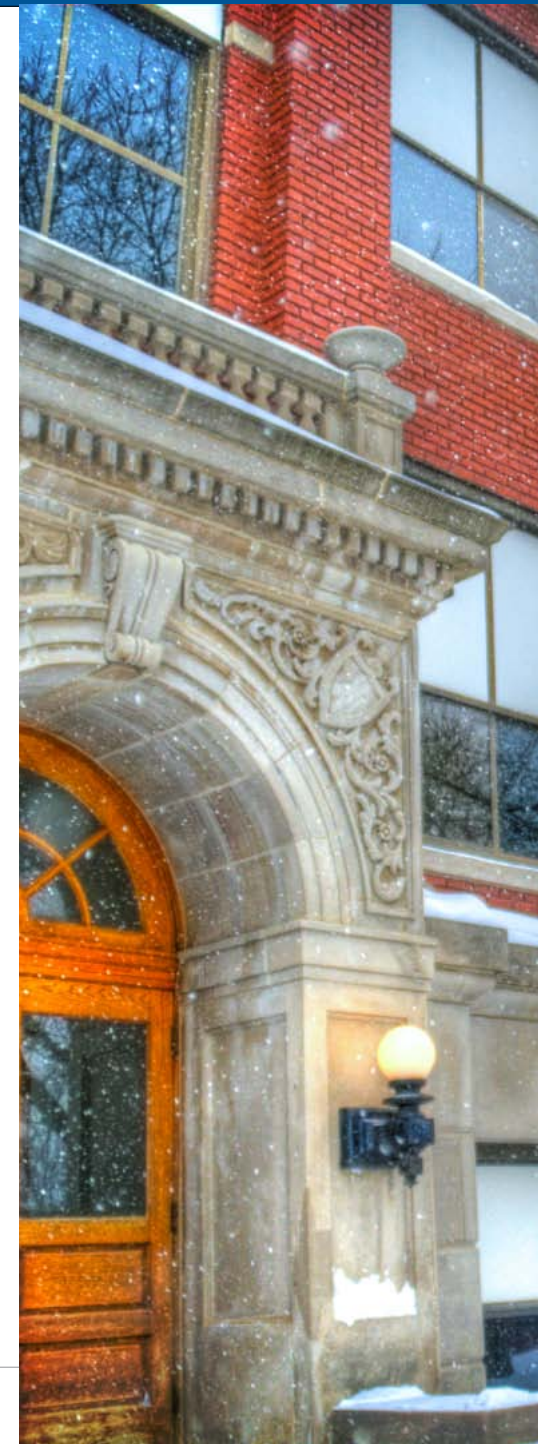
- a.** Create a Community Development Initiative by:
  - i. Establishing an Institute for Community Engagement (ICE) that:
    - 2. Promotes community partnerships and service learning initiatives.
    - 3. Works with advisory boards.
    - 4. Identifies and secures funding.
    - 5. Develops and rewards student/faculty independent research relationships.
    - 6. 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.
- 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. (NSCS Emphasis)
  - 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)
- c.** Develop a comprehensive Rural Health Opportunities Program (RHOP) by:
  - i. Cultivating relationships with area health care 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.

# Transformational Goal: *Excellence through essential engagement*

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

(NSCS Strategic Plan Priority – Educational excellence throughout the System)

- a. Increase engagement opportunities in the college's core mission by:
  - i. Increasing instruction by full-time faculty, adding two faculty positions a year for each year of the six-year plan.
  - ii. Facilitating faculty engagement initiatives and innovative teaching through the evaluation, promotion and tenure processes.
- b. Enhance online instruction through:
  - i. Hiring an additional instructional technology employee with advanced training.
  - ii. Providing course improvement funding.
  - iii. Upgrading technology.
- 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. (NSCS Emphasis)
  - ii. Enhancing the Distinguished Speaker Series. (NSCS Emphasis)
  - iii. Creating social integration programs such as learning communities, diversity awareness programs and alternative spring break experiences.
  - iv. Facilitating service opportunities. (NSCS Emphasis)
- 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 the campus community focused on serving students.
  - vi. Enhancing campus communication.



# Transformational Goal: *Excellence through essential engagement*

*“I appreciate the quality level of a PSC education. The instructors challenge my thinking and hold me to high standards.”*

## **Strategy Three: Create a dynamic learning environment for the campus community focused on professional development and technology.**

(NSCS Priority: Financial Strength of the System)

- a. Encourage growth and 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 and tenure process.
  - iv. Rewarding professional development and leadership for the campus community through the evaluation process.
  - v. Enhancing recognition for the campus community.
- b. Improve campus technology so students experience a contemporary technological environment by: (NSCS Emphasis)
  - 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.





“One aspect of the PSC Strategic Planning process I’ve found particularly refreshing is our acknowledgement that we’ve constructed a living document designed to change and develop as appropriate over time.”

- Todd Simpson,  
PSC Foundation  
Executive Director  
Strategic Planning  
Committee Member

# Transformational Goal: *Increased Prominence*

## **Strategy Four: Strategically communicate college strengths, distinctiveness and successes.**

(NSCS Priority: Financial Strength of the System)

- a. Develop a consistent brand that fosters a perception of quality.
- 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. (NSCS Emphasis)
    - 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.
- c. Continue to support athletic program improvements and success.
- 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.

*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.*



# Transformational Goal: *Increased Prominence*

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

(NSCS Priority: Financial Strength of the System)

- a. Rebuild and foster relationships with potential donors and alumni to facilitate internships, speakers and mentoring opportunities.
- b. Increase cultivation activities.
- c. Design a six-year fund raising strategy focused on supporting the strategic plan.
- d. Increase annual, planned and major gifts. (NSCS Emphasis)
- e. Create a capital campaign strategy with priorities. (NSCS Emphasis)
- f. Implement Foundation driven grant exploration and application strategies. (NSCS Emphasis)

## **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: (NSCS Emphasis)
  - 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.
- b. Identify other potential projects to support academic initiatives that could qualify for state funding. (NSCS Emphasis)
- 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 Street and select businesses.
  - ii. Creating more green space around the campus.





# Transformational Goal: *Increased Prominence*

## **Strategy Seven: Create a sustainable long-term growth strategy.**

(NSCS Priority: Greater System Prominence)

- a. Evaluate higher education needs in light of national higher education goals in Nebraska and surrounding states.
- 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.
- c. Evaluate online student demand in the region and create a plan to build online infrastructure to accommodate growth.
- d. Assess demand for on-campus growth and develop a long-term plan to accommodate more on-campus students.

## **Strategy Eight: Improve the quality of life in Peru and the surrounding area.**

(NSCS Priority: Greater System Prominence)

- a. Build partnerships across southeast Nebraska.
- b. Collaborate with the City of Peru.
- c. Engage students in educational opportunities and service throughout the region.
- d. Establish relationships with community and state political leaders. (NSCS Emphasis)



“A significant aspect of the development of this plan came from the many Peru State College friends and family that took the time to share their thoughts and feelings about the future of this institution. The core of this document would not exist without their dedication and support.”

- Heath Christiansen,  
Web Administrator  
Strategic Planning  
Committee Member

# Plan Implementation

*Through a comprehensive planning process Peru State College's Sesquicentennial Plan, focused on essential engagement, was created to prepare for a vibrant future. On June 2, 2011, it was approved by the Nebraska State College System Board of Trustees. The success of the plan will depend on our ability to work together as a community to achieve a shared vision. Open communication, respect and trust will be important in our success. While the President assumes the leading role in implementation, each and every employee will be responsible for living out the vision and making the plan a success.*

## **As a College we will:**

- Use the Sesquicentennial Plan to guide our work.
- Use the Sesquicentennial Plan to drive decisions about resource allocation.
- Use the college vision and values to inform decision making.
- Develop priorities, action plans, timelines, and assessments for plan implementation and evaluation.
- Evaluate plan progress and report results to the campus community.
- Evaluate and revise as necessary programs, services and curriculum.
- Use the goals of the plan to inform the employee evaluation process.

## **As a Strategic Planning Committee we will:**

- Continue to communicate the college vision with our constituents.
- Meet periodically to review plan progress reports and consider revisions.



### **As schools, departments and units we can:**

- Work with the college to implement the Sesquicentennial Plan.
- Create school, department and unit plans that align with the goals of the strategic plan.
- Work together to improve processes and procedures to focus energy on plan priorities.
- Communicate and work with other schools, departments and/or units to implement strategic goals.

### **As individuals we can:**

- Participate fully with the college to implement the Sesquicentennial Plan.
- Work with our schools, departments and units to align plans to support strategic goals.
- Communicate and work with others to achieve the plan goals.
- Live out the values and vision of the plan.
- Share ideas and successes with others.
- Support one another in making the changes necessary to implement the plan.



# Appendix A *Strategic Planning Committee Members*

## **President**

**Higher Learning Commission  
Self-study Steering Committee:**

**Faculty Senate President  
Professional Staff Senate President  
Support Staff Senate President  
Student Senate President  
PSC Foundation Representative  
Strategic Marketing Representative  
Student Affairs Representative  
Athletic Representative  
Community Representative  
Alumni Representative  
Computer Services Representative**

## *In consultation with:*

**HLC Self-Study Subcommittee Chairs:**

Dr. Dan Hanson

Dr. Christy Hutchison, Chair

Dr. Loretta Zost

Dr. Dennis Welsh

Dr. Paul Hinrichs

Ms. Peggy Groff

Ms. Leslie Fattig

Ms. Elizabeth Zito

Mr. Todd Simpson

Mr. Heath Christiansen

Ms. Kelly Bequette

Mr. Steve Schneider

Ms. Julia Perry

Mr. Paul Fell

Dr. Gene Beardslee

Dr. Richard Clopton  
Acquisition, Discovery  
and Application of  
Knowledge

Dr. Kyle Ryan  
Preparing for the Future

Dr. Ellie Kunkel  
Engagement and Service

Dr. Paul Hinrichs  
Student Learning and  
Effective Teaching

Dr. Judith Ruskamp  
Mission and Integrity



# Appendix A *Strategic Planning Committee Members continued*

*Input to the strategic planning process was provided by:*

## **President's Cabinet**

Ms. Regan Anson, Director of Marketing and Communications  
Mr. Bruce Batterson, Vice President for Financial Affairs  
Dr. Todd Drew, Vice President for Academic Affairs  
Ms. Michaela Willis, Vice President for Enrollment Management  
and Student Affairs

## **Enrollment Management Task Force**

Ms. Michaela Willis, Chair, Vice President for Enrollment  
Management and Student Affairs  
Ms. Chelsea Allgood, Student Activities Coordinator  
Ms. Regan Anson, Director of Marketing and Communications  
Ms. Kelly Bequette, TRIO Program Director  
Mr. Seth Bingham, Assistant Director of Residence Life  
Mr. Terry Clark, Head Football Coach  
Dr. Greg Galardi, Dean of the School of Professional Studies  
Dr. Judy Grotrian, Professor of Business and Faculty Athletic  
Representative  
Mr. Ted Harshbarger, Sports Information Director  
Ms. Kristi Nies, Assistant Professor English  
Ms. Angela Tejral, Coordinator of Admission Services  
Ms. Ursula Waln, Director of Student Assessment/Support  
Dr. Loretta Zost, Assistant Professor of Education

## **Marketing Strategic Planning group**

Ms. Regan Anson, Chair, Director of Marketing and Communications  
Mr. Justin Barker, Student Intern  
Mr. Heath Christiansen, Web Administrator  
Ms. Rebecca Johnson, Graphic Design  
Mr. Kellen Sailors, Student Intern

## **Athletic Strategic Planning group**

Steve Schneider, Chair, Athletic Director  
Ms. Regan Anson, Director of Marketing and Communications  
Ms. Sandy Fisher, Peru State College Foundation  
Dr. Patrick Fortney, Dean of the School of Arts and Sciences  
Dr. Greg Galardi, Dean of the School of Professional Studies  
Mr. Ted Harshbarger, Sports Information Director  
Dr. Dan Holtz, Professor of English  
Mr. Troy Katen, Head Basketball Coach  
Dr. Ellie Kunkel, Associate Professor of Health,  
Physical Education and Recreation  
Ms. Krystal Nolte, Peru State College Foundation  
Ms. Jari Dunekacke, Coordinator of Admission Services

## **Peru State College Foundation**

Mr. Todd Simpson, Executive Director



## Theme

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Essential Engagement – enhancing institutional effectiveness and reputation.

## Background

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The college's last strategic plan was approved in the spring of 2003 and was designed to provide strategic direction for the college through the 2007/08 academic year. With the NSCS Chancellor serving as president during the 2008/09 academic year and a new president beginning in August of 2009, initiating a new strategic planning process was deferred until the summer of 2010.

## Rationale for a New Plan

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Strategic planning in the midst of continual state and college budget reductions is a challenge because additional resources to support strategic initiatives are not available. However, having a visionary strategic plan is imperative in guiding decisions regarding resources in difficult economic times and in planning to generate additional funding. This plan will provide the direction to prepare for a secure and vibrant future.

## Strategic Planning Committee (SPC)

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A Strategic Planning Committee (SPC) will be formed using the existing structure of the self-study continuing accreditation process. It will be chaired by the President and include the members of the Self-Study Steering Committee who are not Cabinet members. Other members will be the Faculty Senate President, Professional Staff Senate President, Support Staff Senate President, Student Senate President or designee, a representative of the Peru State Foundation, the Director of Computer Services and the Athletic Director. The committee will be expanded to include a representative from the Strategic Marketing Planning group, student affairs, alumni and the community. The chairs of the Self-Study subcommittees will be consulted as needed to ensure communication between the self-study and strategic planning processes. The SPC is advisory to the President, providing recommendations on the process used and the eventual strategic plan. It is the President's role to lead the process, communicate with the campus constituency and develop the final plan for Board of Trustees consideration.

## Outcomes of the Planning Process

The planning process will result in a shared understanding of who we are as expressed through our vision, mission and core values, and the identification of four to six goals, strategies and a prioritized list of select initiatives that fit within the context of the Nebraska State College System Strategic Plan. It will give focus for the institution for the next six years, enhancing institutional effectiveness and reputation.

## Primary Process Goals

1. Develop a comprehensive understanding of real and perceived institutional strengths and weaknesses in each of the Criteria for Accreditation areas and each of the National Survey of Student Engagement (NSSE) benchmarks of Effective Educational Practice: Level of Academic Challenge, Active and Collaborative Learning, Student-Faculty Interaction, Enriching Educational Experiences and Supportive Campus Environment.
2. Define strategies for continued success and quality enhancement in the areas of Academic Programming and Enrollment Management (Recruitment and Retention).
3. Identify college strengths, areas of distinction and brand to develop a strategic marketing plan to accomplish the college's vision.
4. Develop a common understanding and commitment to the college's vision and a recommitment to the college's mission.
5. Coordinate the parallel planning processes (Higher Learning Self-Study, Strategic Marketing, Enrollment Management and Athletic Strategic Plan) into a unified college-wide Strategic Plan and direction with a six-year horizon.

## Process Assumptions

1. Becoming regionally recognized as a small college of choice with a high quality educational experience is a worthwhile and achievable goal.
2. Identifying a new distinctive Peru State College experience is necessary for us to thrive.
3. It is important that our brand communicate the value of the new Peru State College.





4. An area of distinctiveness for Peru State College is that it provides one of the most affordable small college residential baccalaureate educations in the country (less than 1/3 of the cost of most small colleges).
5. The population of traditional age students in our established recruitment areas is declining.
6. Access through open enrollment and through online programs is an important part of our mission.
  - a. Open enrollment requires excellence in creating engaging teaching and learning environments.
  - b. Peru State's online programs are facing increased external competition.
7. Engagement is our selected mechanism (tool) to leverage our efforts toward greater mission satisfaction.
8. Creating a culture of engagement is the best way to serve all of our students and to give less prepared students the best chance of success.
9. Engagement and outreach to the surrounding communities and the larger community is important for our future.
  - a. Outreach is good educationally for our students.
  - b. Engaging with the external public is necessary politically and symbolically.
10. Continued growth is the solution for providing additional resources in the midst of state budget reductions.
  - a. On-campus growth is important for the political viability of the college.
  - b. Both online and on-campus growth are important for the financial stability of the institution.



## Strategic Questions

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1. How do we provide the best educational experience possible for our students?
  - a. How can we encourage and support student engagement for all students?
  - b. How can we enhance our online courses for the benefit of our students?
  - c. What two or three initiatives have the potential to energize our student experience?
  - d. How can we improve our service to students to enhance satisfaction, retention and recruitment?
  - e. What technology innovations can be used to improve learning and/or our method of educational delivery?
  - f. What facility improvements will enhance the student experience?
2. What are the best ways to foster and support a strong, engaged, and dynamic faculty and staff?
  - a. How can we work together to provide an integrated approach to the student experience?
  - b. How do we reward initiative and innovation that improves our ability to fulfill our mission?
3. How can we emerge as a regional small college of choice?
  - a. What can be done to enhance the distinctiveness of a Peru State College educational experience?
  - b. How can we improve how we engage with prospective students (online and on-campus) and their families?
  - c. How do we attract a broader range of students (academic preparedness, cultural diversity, socio-economic diversity)?
  - d. How do we increase name recognition and brand awareness?
  - e. How can we expand our geographic area of recruitment?
4. How do we improve our social and political relevance in the locally, throughout the state and in the Midwest?
  - a. How can we improve how we engage with area communities?
  - b. How can we engage our students, faculty and staff in outreach for the mutual benefit of all involved?
  - c. How can we utilize service in our engagement?
5. How can we work with the PSC Foundation to enhance our mission?
  - a. How can we work with alumni to improve the student experience and engage them in PSC activities?
  - b. What strategic initiatives will be beneficial to the Foundation in securing major gifts?
  - c. How can we shift our heavy reliance on state funding to become more self-sufficient?
6. How can we encourage innovation with limited resources?
7. How do we support continued growth and at what point does growth outpace the resources necessary to provide essential engagement in our student experience?

# Appendix C *Process Timeline*

## July 2010

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Draft process goals, strategic questions, process, timeline and vision presented to the President's Cabinet, HLC Steering Committee, Foundation Board and NSCS Chancellor.  
7/26 - President, VPAA and Self-Study Coordinator met to review process goals, strategic questions, process timeline, vision and ways to combine the self-study and strategic planning processes.  
Draft updated based on input.

## August 2010

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Week of 8/2 - SPC members asked to serve and standard meeting time set.  
Week of 8/9 - President and Self-Study Steering Committee met to discuss process and ways to work together.  
Section for the SPC added to the Self-Study Blackboard shell.  
8/19 or 8/20 – First Meeting: SPC members review process goals, strategic questions, process, timeline, initial vision and mission document.  
8/26 - Overview of SP process shared with campus community at campus-wide meeting .  
8/28 - Self-study and strategic planning kickoff.  
Process goals, strategic questions, process, timeline and initial vision documents made publicly available to the campus community on a PSC web page.

## August/September 2010

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Campus community, including students, alumni and community members asked for input on Vision/Mission/Values statement using an electronic survey.  
SPC considers Vision/Mission/Values statement.  
HLC Steering Committee shared SWOT analysis with the SPC.  
Summary of information gathered Identification of themes/issues.  
SPC identified additional information needed to inform the process.  
SPC reviewed the work of the Enrollment Management Taskforce, Strategic Marketing Planning Committee and Athletic Strategic Planning Committee.

September 2010

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The campus community was asked for input on mission, purposes and core values using an electronic survey.  
SPC utilized an extended brainstorming session to consider:  
    Vision/Mission/Values statement.  
    Strategic questions.  
    SWOT analysis.  
    Goals to achieve vision identified (4 to 6).  
Update on the strategic planning process provided to the campus community and alumni.

October 2010

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Vision/Mission/Values Statement, strategic questions, goals to achieve vision shared with campus community for discussion.  
    Support Staff  
    Professional Staff  
    Faculty (each school)  
    Students  
    Foundation Board  
    Alumni/Alumni Board  
    System Office  
Using the Vision/Mission/Values and identified goals to achieve the vision, SPC:  
    Drafted initiatives for each goal.  
    Prioritized initiatives for each goal.  
    Prepared a draft strategic plan.  
Draft strategic plan shared with Chancellor, Cabinet and Self-Study Sub-Committees.  
Questions to guide focus group discussions identified.  
Update on the strategic planning process provided to the campus community, alumni and area communities.



# Appendix C *Process Timeline continued*

## November 2010

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Focus group meetings were held to gather input on initiatives and priorities to achieve each goal in the draft Strategic Plan.

## December 2010/ January 2011

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Using the Vision/Mission/Values and identified goals to achieve the vision with input from the campus community, SPC:

- Evaluated initiatives for each goal.

- Prioritized goals.

- Prepared a draft strategic plan.

Strategic Plan shared for input with Cabinet, HLC Self-Study Sub-Committees and NSCS Chancellor.

## February 2011

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Emerging Strategic Plan shared, using a town hall meeting approach, with the campus community.

- Support Staff

- Professional Staff

- Faculty (each school)

- Students

- System Office/Board

Cabinet reviewed emerging plan, provided research and input, and helped set priorities.

Campus community invited to present strategic ideas for consideration.

## March 2011

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Continued work to refine and prioritize the plan.

Higher Learning Commission Self Study Sub-Committee Chairs reported findings to the Strategic Planning Committee.

Initial budget model constructed.

## April 2011

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Strategic Plan draft document and formatting prepared.  
Town hall meetings held to review final revisions by the campus community.  
Support Staff  
Professional Staff  
Faculty (each school)  
Students  
Foundation Board  
System Office/Board

## May 2011

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Cabinet refined the budget model.  
Vision statement describing the student experience drafted and refined.  
Final document shared with the Nebraska State College System Office.  
Final document prepared for the Board of Trustees and the campus community.  
Cabinet leads development of implementation and evaluation plans.

## June 2, 2011

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Peru State College Strategic Plan presented to Nebraska State College System Board of Trustees for acceptance.

## 2011-2017

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Periodic implementation and evaluation plans prepared.  
Annual report provided to the Strategic Planning Committee each May.  
Revisions and updates made to the Plan.  
Annual performance evaluations and unit performance evaluations to consider contributions to Strategic Plan implementation.



# Peru State College

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