

Engaging the Future 2018-2023

Vision: Peru State College will be renowned for transforming student lives through personal and engaging educational experiences.

Values: Peru State College lives its mission and vision through engagement in the classroom, engagement across campus, and engagement in the region and beyond while valuing:

- **Pride:** We proudly celebrate our history as Nebraska’s first college, our heritage of educating all students, and our tradition of achievement by students, alumni, faculty, and staff. We cherish the stately Campus of a Thousand Oaks entrusted to us.
- **Excellence:** We pursue excellence through best practices and innovation in scholarship, teaching, research, and student development. We commit to providing exceptional facilities and resources supporting an engaged collegiate experience.
- **Resilience:** We recognize resilience as a key factor in success. We provide support and encouragement to achieve high standards by cultivating passion and perseverance.
- **Unity:** We embrace unity as a diverse and inclusive community. We believe in creating a culture of respect, mutual support, and understanding. We lead and model this culture on campus, in the region, and around the world.

Goal One: Academic Excellence through Engagement

Outcome #1

Peru State College students will graduate with the knowledge, skills and professional dispositions that will enable them to obtain fulfilling employment within their fields of study, gain admission to graduate study, and become leaders within their communities.

(Nebraska State College System (NSCS) Strategic Plan Priority: Educational Excellence throughout the System)

Strategy 1 – Enhance opportunities for academic distinction.

- a. Enrich Honors Program opportunities and prominence
- b. Create a new leadership credential open to all students; may provide a portfolio and/or diploma credential for superior level of leadership achievement

Strategy 2 – Reach out to alumni and community leaders as partners.

- a. Create academic program advisory boards for curriculum review, program consultation, community outreach and workforce pipeline partnerships

Outcome #2

Peru State College students will participate in effective high-impact practices to enhance their academic achievement so they successfully pursue, complete and feel satisfied with their degrees. (NSCS Strategic Plan Priority: Educational Excellence throughout the System)

Strategy 1 – Foster commitment to learning on the part of all students.

- a. Create yearlong common intellectual experiences (common reading, speaker series, student research, debate, field trips, performances, themed events, community-based service learning, etc.)
- b. Strengthen first-year experience by integrating orientation, welcome week, college success course and other engaging activities
- c. Create near-peer mentoring program that benefits mentee and mentor

Strategy 2 – Create opportunities for student research, collaboration, and exploration.

- a. Expand mentored undergraduate research and presentation to campus community
- b. Establish multi-disciplinary, travel-study opportunity each year with centralized travel planning and faculty-designed learning experiences
- c. Expand opportunities for student collaboration across courses and disciplines

Strategy 3 – Enhance academic support systems.

- a. Enhance student academic support services including tutoring, writing, study skills and advising
- b. Develop a plan to improve the persistence to graduation rate

Outcome #3

Peru State College students will learn from excellent faculty members who create innovative and engaging learning experiences and contribute to their academic disciplines. (NSCS Strategic Plan Priority: Educational Excellence throughout the System)

Strategy 1 – Develop and support innovative teaching methodologies and technology.

- a. Create the Institute for Faculty Excellence to provide professional development for engaged teaching, community-based learning, and scholarly and/or creative activities
- b. Send teams of faculty to professional development programs to share with campus

Strategy 2 – Recruit and retain faculty with diverse experiences and perspectives.

- a. Aggressively pursue diverse faculty using targeted outreach
- b. Explore faculty exchange programs as method to bring in diverse faculty and to provide diverse experiences for faculty

Goal Two: Transformative Student Experience

Outcome #1

Peru State College will provide personally enriching opportunities that foster student life, success and persistence to graduation. (NSCS Strategic Plan Priority: Educational Excellence throughout the System)

Strategy 1 - Actively engage students in a welcoming and affirming learning environment through a seven-day campus experience, student leadership opportunities, community service, and co-curricular activities.

- a. Identify additional employment opportunities for students on campus
- b. Increase night and weekend programming and involvement opportunities
- c. Invest in unique programming opportunities for all students, especially with community service and outreach
- d. Enhance programming opportunities for students with faculty/staff

Strategy 2 - Continue to improve and enhance residential student experiences.

- a. Increase the number and strengthen the quality of Living Learning/Theme Communities in the residence halls
- b. Improve the Dining experience (variety and venues)
- c. Provide incentive for upper classmen to live in the residence halls
- d. Identify campus spaces that can be repurposed to increase community building and student leadership
- e. Optimize furniture update plan for student center and residence halls

Strategy 3 - Develop strategies to enhance efforts to recruit, welcome, and support students from the state's changing demographic and those from other diverse backgrounds.

- a. Identify strategies to recruit underrepresented students including low-income and first-generation students
- b. Enhance programs supporting underrepresented students and remove barriers to their success
- c. Develop stronger international student support systems
- d. Provide transportation opportunities for students

Outcome #2

Peru State College will provide its students with high quality career preparation that will position them for their professional development and future career. (NSCS Strategic Plan Priority: Educational Excellence throughout the System)

Strategy 1 - Provide avenues for students to explore work and career opportunities.

- a. Offer the Strong Interest Inventory to students through an assessment and career consultation session
- b. Develop and implement a four-year career development plan for students
- c. Review need and develop a one-credit career preparatory course
- d. Expand the practice of bringing relevant employers into classrooms, exposing students to possibilities in their chosen field
- e. Develop and implement an alumni/student-mentoring program

Strategy 2 - Promote graduate school and internship opportunities to maximize career potential.

- a. Host an annual graduate fair
- b. Support students in finding experiential learning opportunities by offering internship programs and study abroad experiences
- c. Provide opportunities for students to attend off-campus graduate school visits
- d. Develop partnerships with national and international service organizations
- e. Review need and develop a one-credit graduate school preparatory course

Outcome #3

Peru State College will enhance the safety and accessibility of the campus environment while developing effective partnerships to meet emerging needs. (NSCS Strategic Plan Priority: Educational Excellence throughout the System)

Strategy 1 - Advance plans for a safe and accessible campus environment.

- a. Review campus safety plans and parking plans, including campus lighting and camera coverage plan, and implement modifications
- b. Investigate panic button response for key offices and students
- c. Strengthen safety training that engages staff and students on an annual basis
- d. Review the previous accessibility study, then make and implement recommendations
- e. Enhance the awareness and offerings of services available for individuals with disabilities

Goal Three: Sharing the Peru State Story

Outcome #1

Peru State College will improve understanding of the College's value proposition. (NSCS Strategic Plan Priority: Greater System Prominence)

Strategy 1 - Communicate Peru State's faculty, staff, alumni and student contributions to our economy, distinctive educational outcomes and quality of life at the local, state, and national level.

- a. Produce more internal and external stories about faculty research, service and leadership
- b. Reinvigorate the speaker's bureau for faculty and staff, so they may continue to educate the region in their disciplines
- c. Produce more internal and external stories about student academic success, service, research, leadership, engagement opportunities and athletic and fine arts excellence

Strategy 2 - Peru State College will remain dedicated to fostering alumni relationships and pursuing the potential benefit of those relationships for its students, faculty and regional communities.

- a. Produce more internal and external stories about alumni success
- b. Create an alumni referral program
- c. Connect alumni to current and potential students

Outcome #2

Peru State College will foster prominence by increasing name and brand recognition. (NSCS Strategic Plan Priority: Greater System Prominence)

Strategy 1 - Foster regional and national brand recognition focused on distinctive engagement and quality of education.

- a. Pursue a College-wide, national recognition or award
- b. Pursue recognition of College-wide excellence in the four-state region
- c. Improve understanding of the College's role in the Nebraska State College System
- d. Improve regional name recognition and address the common misconception about the location of the College
- e. Initiate a comprehensive communication plan between Admissions, Athletics, Marketing & Communications, and the Peru State College Foundation

Outcome #3

Peru State College will increase visitors to campus. (NSCS Strategic Plan Priority: Greater System Prominence)

Strategy 1 - Embrace our outreach and community-engagement mission.

- a. Engage all area elementary and secondary students in on-campus opportunities
- b. Serve as a regional destination for the academics, arts, culture and athletics
- c. Meet the unmet potential of facilities for conferences, camps and other events during summer break
- d. Engage potential non-traditional students through on- and off-campus opportunities

Goal Four: Excellence for the Future

Outcome #1

Peru State College will attract and retain an engaged, professionally active faculty and staff, cultivating a College-wide culture of organizational integrity, effectiveness, openness and unity. (NCS Strategic Plan Priority: Educational Excellence throughout the System)

Strategy 1 – Continue to invest in the People of Peru State College.

- a. Continue removing barriers for students through collaboration and communication across campus
- b. Continue investment in personal face-to-face time, not just electronic communication
- c. Develop and implement procedure guides for each area integrating with others across campus
- d. Investigate and select leadership programs for faculty/staff development
- e. Develop team-building opportunities to engage students, faculty, and staff
- f. Remain committed to ongoing transparent budget and planning processes
- g. Continue the development and implementation of the new-employee orientation program

Outcome #2

Peru State College will strengthen partnerships with the city of Peru to improve economic and community viability. (NCS Strategic Plan Priority: Financial Strength of the System, and NCS Strategic Plan Priority: Greater System Prominence)

Strategy 1 - Invest in the City of Peru.

- a. Form a work group consisting of City residents, college employees, landlords and students to lead a collaborative strategic planning process addressing:
 - i. Housing and zoning policies
 - ii. Economic development
 - iii. City infrastructure
 - iv. Safety and accessibility for campus and community residents
- b. Work with the Foundation and alumni to invest in the City:
 - i. Provide incentives for home ownership by employees
 - ii. Encourage alumni purchase and renovation of rental housing
 - iii. Consider initiatives toward establishing senior housing for alumni and friends of the college in Peru

Outcome #3

Peru State College will support an affordable, engaging educational experience. (NSCS Strategic Plan Priority: Financial Strength of the System)

Strategy 1 - Increase Foundation support for scholarships, student work opportunities and college operations to increase retention and persistence to graduation.

- a. Team with the Foundation to develop a micro-loan or micro-grant program to support student persistence to graduation
- b. Cooperate with the Foundation to increase flexible scholarship opportunities (room, board, tuition and fees) to address the widening gap between student contribution and cost of attendance
- c. Work with the Foundation to create a work/paid internship program that rewards faculty and staff members who offer skilled jobs to students so that all students have the opportunity to work
- d. Collaborate with the Foundation to fund travel opportunities for students

Strategy 2 - Strengthen the College infrastructure to support engagement.

- a. Identify and pursue funding strategies with the NSCS for key revenue bond facilities including the Student Center, Centennial Complex, Oak Hill, and Faculty/Staff Housing
- b. Form a committee to research and recommend technology implementation to improve learning and enhance the student experience
- c. Continue to work with the NSCS to identify and pursue state funding to improve state facilities
- d. Establish programs or processes focused on improving the beauty and efficiency of the campus buildings, grounds and infrastructure

Outcome #4

Peru State College will grow enrollment through recruitment, retention and persistence to graduation. (NSCS Strategic Plan Priority: Financial Strength of the System)

Strategy 1 - Increase enrollment by developing and executing a Strategic Enrollment Management (SEM) process.

- a. Form a SEM leadership team to develop and lead a process to identify a select number of strategies with the best possible opportunity to increase enrollment
- b. Recommend priorities of resources to implement growth strategies

Definition of Terms

Taken from

Sanaghan, P. (2009). Collaborative strategic planning in higher education; first edition. Washington, DC: National Association of College and University Business Officers.

Vision: A description of a desired future state. The best visions are vivid, compelling, and well understood and build on the institution's strengths and values.

Values: The core beliefs and guiding principles that govern daily behavior, communication, decision-making, and leadership within an organization. These are considered non-negotiable.

Mission: Articulates the institution's purpose and major activities in which it is engaged. By incorporating its particular values, an institution differentiates itself from other organizations engaged in similar activities.

Goals: Large-scale efforts that, when accomplished, move the organization closer to its vision. Effective goals are subject to assessment.

Strategy: A particular approach in pursuit of an organization's vision in support of a goal.

Strategic Plan: The narrative map that communicates where an organization wants to go and identifies how it intends to get there.

Outputs: The services or products provided by an institution. Relevant measures related to outputs typically focus on efficiency (for example, the number of annual graduates).

Outcomes: An organization's impact on the external environment or the value it provides through its products or services. Relevant measures related to outcomes typically focus on effectiveness (for example, the percentage of students obtaining a job in their educational field or admitted to medical school).

Additional PSC Specific and HLC Terminology

Campus Community: Campus community is defined as faculty, staff, students, alumni, friends of the college, and residents of the four-state region.

Initiative: Specific step identified to accomplish a strategy. Initiatives are subject to specific assessment.

Transformational Goal: The 2 to 4 institutional-changing goals identified to accomplish the college's vision.

Quality Initiative: The Open Pathway process of the HLC requires the institution to undertake a major Quality Initiative designed to advance the institution. The Quality Initiative is intended to allow institutions to take risks, aim high, and if so be it, learn from only partial success or even failure.

<https://www.hlcommission.org/Pathways/quality-initiative.html>