

WAYNE STATE COLLEGE

NEBRASKA

Mission

Wayne State College is a comprehensive institution of higher education dedicated to freedom of inquiry, excellence in teaching and learning, and regional service and development. Offering affordable undergraduate and graduate programs, the College prepares students for careers, advanced study, and civic engagement. The College is committed to faculty-staff-student interaction, public service, and diversity within a friendly and collegial campus community.

2004-2006 Strategic Plan*

- I. **TEACHING AND LEARNING:** Continuously improve academic quality and learning.
- **A. Strengthen Existing Curriculum (Score 63, Priority #1) (Progress Good/Some)**
 1. General Education
 - ✓ Systematically Review and Assess Progress
 - ✓ Revise Curriculum Based on Committee Findings
 2. Learning Communities (Vital Project) (Progress Some -Good/No) Grad-Good UG-No
 - ✓ Plan and offer additional learning communities and linked courses.
 - ✓ Support field trips, speakers, and faculty facilitators.
 - **B. Promote Vibrant Intellectual Climate (Progress Good)**
 - ✓ Increase Participation in Conferences (Good)
 - ✓ Support Campus Forums, Seminars and Speakers (Some)
 - **C. Develop an Integrated Academic Advising System (Score 38, Priority #7)**
 - ✓ Establish systematic training for multiple mode advising (??/Some)
 - ✓ Increase contacts between faculty and Student Services professionals (No)
 - ✓ Evaluate and recognize advising excellence (No/Slipping/Some Progress)
 - **D. Enhance Technological Infusion**
 - ✓ Establish and maintain an inventory (Some/Tech vs. Practice -need data update)
 - ✓ Annually update technology plan (Good/Some)
 - ✓ Expand on-line instruction (Some Masters/Some need staff training)

ADD:

- **E. International Education (Score 49, Priority #3) (Progress Some)**
 - ✓ Globalization (Some)
 - ✓ Institutionalization (Some)
 - ✓ International Student (Some)
- **F. Service Learning (move from 3 to 1)**
 - ✓ Recognize
 - ✓ Academic and Co-curricular
 - ✓ Continue to increase the number faculty who integrate service learning into their courses

II. COMMUNITY: Build a sense of belonging, ownership, and *esprit de corps* among all college constituencies. **(Vital Project) (Progress Good)**

- **Strengthen Diversity Good Diversity – increase number of students/staff/faculty**
 - ✓ *Expand Student and Community Involvement in the Multicultural Center*
 - ✓ *Increase Campus Multicultural Activities (Open House Annually)*

CHANGE TO:

Continue to feature “diversity” (gender, ethnicity, place of origin, etc.) as an integral campus component ... qualitative & quantitative

- **Implement Human Resources Program (Vital Project) (Progress Good)**
 - ✓ *Develop three-year implementation plan for the Human Resources Initiative.(Good)*
 - ✓ *Implement and improve the faculty and staff mentoring program (Some)*

REPLACE:

3-year Initiative with on-going plan to develop human resources more comprehensively...improving “human capital”

- **Enhance Campus Recognitions (Progress Good/Some)**
(Consider “All Campus” Campus Recognition Event)
 - ✓ *Establish a spring celebration of selected quality project*
 - ✓ *Coordinate Campus recognitions*
 - ✓ *Implement Employee Recognition Program*
- **Promote Effective Campus Communication (Score 45, Priority #4) (Progress No)**
 - ✓ *Establish Campus Issues Forums*
 - ✓ *Establish Campus Office Open Houses*
 - ✓ *Update Communications Audit*
(Campus-at-a Glance-great piece)

CHANGE TO:

Promote Effective Campus Community Bullets need to be replaced...not relevant as is

- **Enhance Student Life (Score 43, Priority #5) (Progress No)**
 - ✓ *Create opportunities for theme-based housing (No)*
 - ✓ *Increase weekend social/learning opportunities (No)*
 - ✓ *Increase employment opportunities for students on and off campus*
 - ✓ *Create additional opportunities for student/faculty interactions, both formal and informal (No/Some)*
 - ✓ *Expand programming for weekend activities (No/Some)*
- **Promote Student Leadership**
 - ✓ *Expand and Publicize Student Leadership Program (Some)*
 - ✓ *Support and recognize students in existing leadership roles (No)*
- **Provide Safety and Security**
 - ✓ *Develop a security advisory committee composed of students, faculty and staff which meets each semester to review our inter-local agreement and how it serves the campus. (No)*
 - ✓ *Increase physical security features (lighting, landscaping, security cameras, safety locks) (Some)*
 - ✓ *Increase security education programs on campus. (Some)*

III. COLLABORATION: Engage the campus community in regional partnerships.

- **Expand College-School Partnerships**
 - ✓ Increase collaboration with sister institutions (NSCS) (Some/Some)
 - ✓ Create inventory of existing partnerships (Needs Update/None)
 - ✓ Expand preK-16 partnerships (Good/Some+)

ADD:

- ✓ NSCS: Talks at Hahn-Level Critical
- ✓ South Sioux City Project with Northeast Community College

- **Implement Civic Engagement**

- ✓ Begin implementation of campus civic engagement initiatives (Title III/Am. Democracy Project) (Adequate-Good/Good Beginning Redirection)
- ✓ Integrate civic engagement activities into first-year experiences (?-/None)

CHANGE TO:

Combine civic engagement ideas & service learning in 1st year to start ideas of civic engagement (expand service learning)

- **Increase Service Learning (Vital Few)**

- ✓ Increase the number of faculty who integrate service learning into their courses from current 20 to 30% in two years (Significant Progress/Good)
- ✓ Increase the number of students involved in service learning per yr. from 350 to 600+. (Significant Progress/Good)

- **Expand Community-Rural Connections**

- ✓ Create an inventory of existing community-rural connections (Update/None)
- ✓ Enhance the promotion of the informational services we provide to region schools and public libraries (Good/Rural Life Conference/Good)

- **Enrich College-Alumni Connections**

- ✓ Investigate annual student yearbook/Create an archive of college yearbooks (Investigation-Ongoing/Some)
- ✓ Involve alumni in student recruitment and career connections (Good/Some, Recruitment-Define, Refine, Implement / Some- Recruitment, Some+ Career)

IV. QUALITY: (AQIP) Establish an institutional culture of systematic quality improvement.

- **Continue Implementation of Academic Quality Improvement Program**

- ✓ Develop and update annually the Systems Portfolio through broad campus involvement (Good)
- ✓ Integrate of Quality Improvement Project with the 2004-06 WSC Strategic Plan (Some)
- ✓ Refine AQIP process across campus groups (None)

- **Improve Assessment**

- ✓ Establish School academic quality improvement committees responsible for systematic program evaluation, assessment, and review (SPEAR) (None)
- ✓ Develop the process for systematic program evaluation, assessment, and review (SPEAR) (None)
- ✓ Develop a system for non-academic assessment (Some)

CHANGE TO:

- Maintain System Portfolio
- Dovetail AQIP & Strategic Plan
- Develop Action Plans to deal with opportunities discovered thru AQIP process
- Provide a mechanism for campus evaluation of assessment activities

V. **STEWARDSHIP: Carefully manage and develop campus resources and facilities.**

- **Increase Grant Funding**

- ✓ *Increase contacts and consultations with American Association of State College and Universities (AASCU) Grants Services (No Progress)*
- ✓ *Establish an on-campus grants resource liaison (No Progress)*
- ✓ *Develop a grant system (Some Progress)*

ADD:

- ✓ *Expand burgeoning system (accommodate needs of 4 schools)*
- ✓ *Grant writing campus wide*

- **Increase Public and Private Support**

- ✓ *Increase scholarship endowment program opportunities (Some Progress)*
- ✓ *Increase tuition remission budget (Some Progress)*
- ✓ *Develop and test a coordinated fundraising plan (Good Progress)*
- ✓ *Increase staff/faculty annual gifts (?)*
- ✓ *Increase contacts with state legislators (Good Progress)*
(Include Library in Action Plan)

CHANGE TO:

- ✓ *Implement Capital Campaign*
- ✓ *Focus on Faculty/Staff gifts, increase participation*
- ✓ *Increase contacts with state legislators*
- ✓ *Increase tuition remission budget*

- **Implement Campus Master Plan Programs**

- ✓ *Develop renovation program statement for Carhart Science Building (Completed)*
- ✓ *Expand maintenance facilities (Good Progress)*
- ✓ *Create a program statement for campus pedestrian center, "The Commons" (Completed)*
- ✓ *Increase and redesign campus sectors under irrigation (Some Progress)*

CHANGE TO:

- ✓ *Secure funding for Carhart, Commons, Campus Services, Gray Water Project*
- ✓ *Update Resident Life Master Plan (create/update Program Statement for Pile Hall)*

- **Develop next level of Residence Life master plan (facilities and programs) (No Progress)**
(Could be eliminated/combined with other Master Plan)

- **Implement Conservation/Preservation**

- ✓ *Pursue Gray Water Recycling Project (Limited Progress)*

MOVE TO:

Master Plan Programs

- ✓ *Expand recycling projects (Some Progress)*

ADD:

- ✓ *Expand: Partner with City*
Plan for Centennial – Promote, Showcase
Improve energy conservation
- ✓ *Discern and protect the history of the college (Some Progress)*

ADD:

- ✓ *Enhance archival activities*

ADD:

- **Enhance Technological Resources (Score 52, Priority #2)**

- ✓ *Upgrade Administrative Systems (SIS, etc.), integrate w/existing when possible*

- ✓ *Allocate additional human resources for design & maintenance of web site*
- ✓ *Create integrated campus-wide technology plan*

VI. STUDENT PERSISTENCE: Enroll, retain, and graduate an optimum number of students. **(Vital Project)**

- **Broaden Marketing Plan (Score 35, Priority #8) (Good Progress)**

- ✓ *Increase resources for marketing (Good)*
- ✓ *Update logo/slogan and use systematically (None)*
- ✓ *Expand website for on-campus life (Some)*

CHANGE TO:

- ✓ *Focus on name & program recognition*
- ✓ *Get the logo done*
- ✓ *Expand web site for student recruitment*

- **Increase Student Recruitment and Admissions Efforts**

- ✓ *Increase participation of students and faculty in high school visits (Some/Multicultural presentations increase #)*
- ✓ *Increase contacts in under-represented communities (?)*
- ✓ *Maximize on-campus marketing (Some)*

CHANGE TO:

- ✓ *Focus activities on most effective use of resources*
- ✓ *Evaluate & assess recruitment measures*
- ✓ *Increase international student recruitment, increase all aspects o student diversity*
- ✓ *Increase size of transfer student body*

- **Increase Student Retention (Score 40, Priority #6) (Some Progress)**

- ✓ *Maintain quality summer registration (?)*
- ✓ *Enhance student orientation(s) (Some)*
- ✓ *Establish quality first year experience (None)*
- ✓ *Expand and promote transfer student orientation (None)*

CHANGE TO:

- ✓ *Continue improvements to summer registration & new student orientations*
- ✓ *Explore “first year experience” strategies – implement the most effective*
- ✓ *Assess measures taken to improve retention*

Things to Take a Look at:

- ✓ Learning Communities (at undergraduate level)
- ✓ Intellectual Climate --> Look at Support Staff Perspective)
- ✓ Academic Advising Process
- ✓ On-line Instruction --> Gen Eds on line in the summer
- ✓ Improving Support for Software Knowledge --> ex. who to call when you need help with Excel
- ✓ Flat Screen TVs to display Bulletin
- ✓ Title III Grant (to enhance student life)
- ✓ Review Campus Offerings on Weekends --> food service, rec facilities
- ✓ Names of student organization leaders in the Directory and in the Stater
- ✓ Additional Campus Security Measures

Things to Keep:

- ✓ Review of Gen Ed (On-going Committee)
- ✓ Campus Forums, Speakers
- ✓ Need to enhance recruitment of minorities --> staff, faculty, & students
- ✓ Campus Recognition (enhance them)
- ✓ Campus Communication --> Bulletin, Campus-at-a Glance
- ✓ Student/Faculty interaction opportunities
- ✓ Campus security committee (make it permanent)

Things to Retire:

- ✓ Implementation of HR Program (Done)
- ✓ Communication Audit (Do not do it)

*

Roman numerals = Core Values/clarifying phrases

Bullets = Objectives

✓ = Strategies

(Vital Project) AQIP