

DELIVERING

on the

PROMISE



NEVADA STATE
COLLEGE

Strategic Plan 2020–2025



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ABOUT NEVADA STATE COLLEGE

As the first and only state college in Nevada, Nevada State College serves as the middle tier in the Nevada System of Higher Education (NSHE), positioned between the two-year community colleges and doctorate-granting research universities. We offer over 45 baccalaureate majors and one graduate degree, providing a wide range of pathways for traditional and non-traditional students who seek a student-centered education, new career pathways, and an improved quality of life. Many of these students come from diverse and underrepresented backgrounds, as evidenced by our Hispanic-Serving Institution (HSI) status, which we achieved in 2015. As a college where teaching and student support are valued above all else, we are uniquely positioned to help Nevada thrive by expanding and diversifying its educated workforce and increasing the number of residents with the critical thinking abilities, communication skills, and civic commitment needed to be engaged participants in their communities.

MISSION

At Nevada State College, excellence fosters opportunity. Excellence in teaching leads to innovative, technology-rich learning opportunities that promote the acquisition of interdisciplinary knowledge and skills. Quality, affordable degree programs open doors to career success and an enhanced quality of life for a diverse population of students. Our graduates, in turn, foster the greatest opportunity – the promise of a stronger community and a better future for all of Nevada.

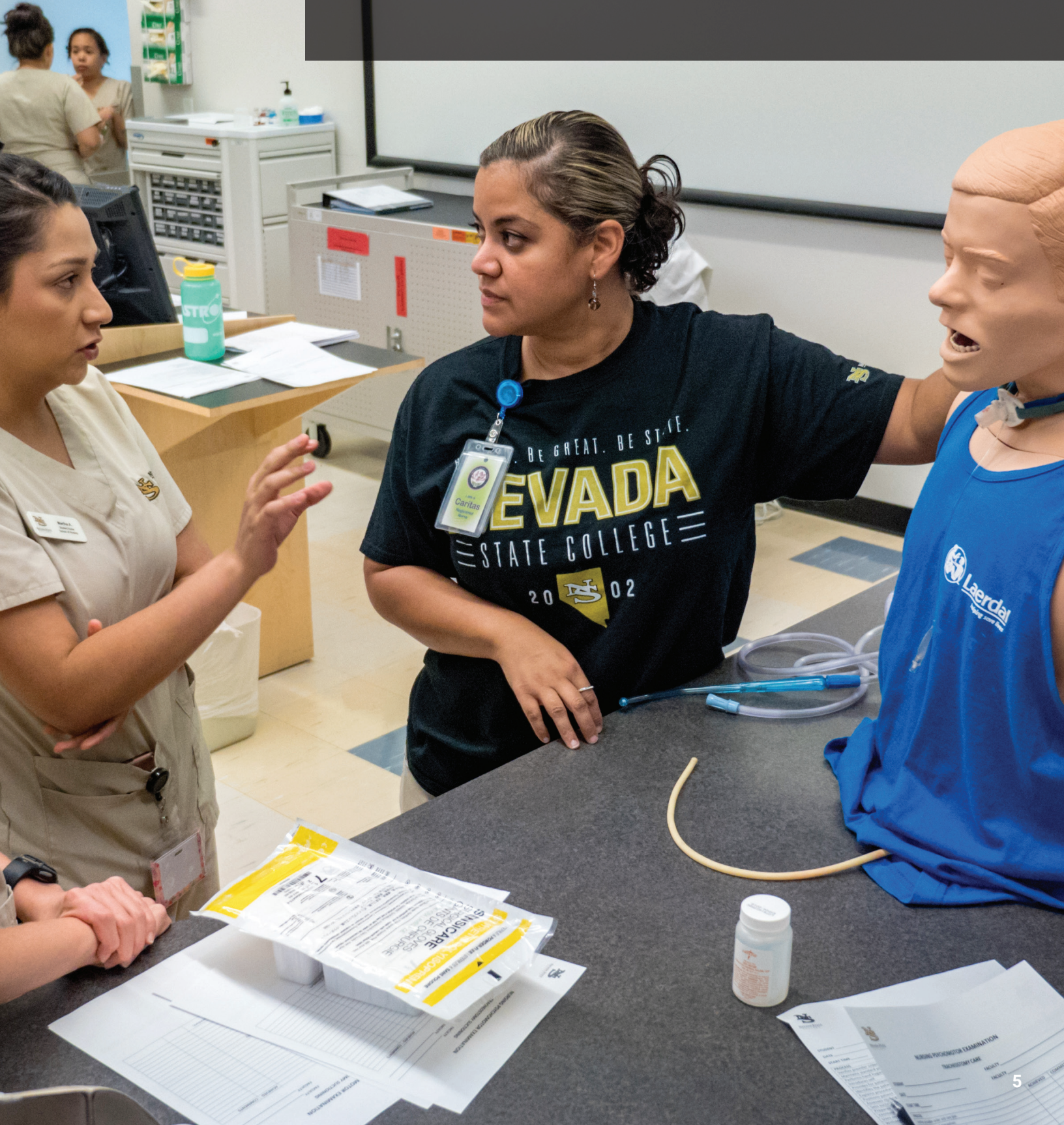
VISION STATEMENT

Nevada State College will deliver on its promise to Nevada by becoming a model of teaching excellence, a pioneer in innovative student support, and an agent of economic growth and social justice.



CORE VALUE: *Embrace the Journey*

WE FOSTER A CULTURE OF HIGH-ACHIEVING TEAMS AND EMPOWER INDIVIDUALS TO BE THE DIFFERENCE.





DELIVERING ON THE PROMISE

In 1998, a small group of committed community members came together to plan Nevada's first state college. When that vision became a reality in 2002, Nevada State College made a commitment to the citizens of Nevada, a promise to become the state's middle tier for higher education, providing access to a wide range of baccalaureate degrees for a diverse population of students and improving their workforce readiness, especially in high-need areas such as health care, education, and business. Nevada State College's commitment to Nevada also extended to improving the quality of life of our students and preparing them to participate responsibly in a democracy by partnering practical workforce skills with essential training in liberal arts, critical thinking, and civil discourse.

Since the College's inception, we've compiled a long list of accomplishments in support of this promise. We've become the second-fastest-growing baccalaureate public college in the nation, with remarkable growth despite a trend toward declining enrollments nationwide. Amidst this growth, the College has narrowed equity gaps in student achievement and increased 6-year graduation rates on the strength of academic support programs and high-quality learning experiences. The students who participate in these experiences are highly diverse, which allowed us to achieve Hispanic-Serving Institution (HSI) status and earn a \$2.7 million federal grant to support Hispanic students who are considering teaching as a profession. As additional support for the state's workforce needs, we graduate 30% of all nurses hired in Nevada, despite our relatively small size compared to other institutions in the Nevada System of Higher Education (NSHE). Furthermore, as we near the end of the 2020-2025 strategic planning process, we approach the beginning

of our next stage of development, which includes two new buildings and an MED in Speech-Language Pathology, our first graduate degree. In less than 20 years and through a severe economic downturn, we have overcome multiple challenges and become an essential resource for the state.

We titled this plan *Delivering on the Promise* to acknowledge the many goals the College has achieved since that initial meeting in 1998, but also to show that our initial commitment to our mission has not faltered. We continue serving as a crucial component in NSHE, providing access and opportunity to students who are best served by a middle-tier institution. We have also maintained our commitment to looking forward, seeking ways that we can become a leader in the state. Ideally, this strategic plan also will help us deliver on yet another promise - the opportunity to forge a model institution that leverages innovation and evidence-based practices to reveal how colleges and universities can best promote the success of students who are historically under-represented in higher education.

To make meaningful progress on this ambitious endeavor, we developed five strategic themes: **students; curriculum and instruction; organizational culture; growth and capacity building; and community engagement and economic development.** We based these themes on the statewide goals established by NSHE, our mission, core themes, and collective aspirations, and years of analysis and accumulated evidence that highlight the most important areas in which to invest our time and resources. Each theme is supported by a strategic goal.

CORE VALUE: *Blaze Trails*

IF WE THINK THERE IS A BETTER WAY, WE LOOK AT THE RESEARCH, TRUST OUR INSTINCTS, AND TRY IT!



THE NEVADA SYSTEM OF HIGHER EDUCATION'S STRATEGIC GOALS

The Nevada State College 2020-2025 Strategic Plan begins with five strategic goals and corresponding metrics. Each Nevada State strategic goal supports one or more of the strategic goals adopted by the NSHE Board of Regents in 2018.





CORE VALUE: *Climb Mountains*

WE ASPIRE TO BE EXPERTS IN TRANSFORMING THE LIVES OF OUR STUDENTS AND THEIR FAMILIES. WE STRIVE TOWARD EXCELLENCE IN OUR JOBS AND ADVANCEMENT IN OUR CAREERS.



Each strategic goal supports one or more of the following NSHE Strategic Goals: Access, Success, Close the Achievement Gap, Workforce, and Research.



STRATEGIC GOALS AND SELECTED MILESTONES

THESE FIVE STRATEGIC GOALS SERVE AS OVERARCHING GUIDES TO OUR EFFORTS THROUGHOUT THE PLAN. THE MILESTONES SUPPORTING EACH STRATEGIC GOAL ARE REPRESENTATIVE OF OUR PROGRESS, BUT ARE NOT COMPREHENSIVE. A FULL LIST OF PROJECTS AND DELIVERABLES IN SUPPORT OF THESE STRATEGIC GOALS IS AVAILABLE IN THE 2020-2025 IMPLEMENTATION PLAN.

1 We will deliver on our promise to **students** by demonstrating leadership in academic and student support, improving student success for a highly diverse, first-generation student population through innovative and evidence-based practices.

- Earn recognition as a leader in peer-to-peer support that enhances academic achievement and degree attainment.
- Implement a comprehensive system of academic and financial support that helps students traverse clear and reliable degree pathways to graduation.
- Improve graduation rates for all students with an emphasis on closing equity gaps for students from historically underserved populations.
- Implement a comprehensive student life plan that increases students' sense of belonging and engagement on campus.
- Increase the capacity of existing summer bridge programs and add new summer programs that serve historically underrepresented students.
- Increase student access to essential services (e.g. health and wellness providers, food options) through public-private partnerships.





STRATEGIC GOALS AND SELECTED MILESTONES

2 We will deliver on our promise to innovate in **curriculum and instruction** by building socially relevant curricula that anticipate and are responsive to the regional workforce, are transformational in nature, and are committed to developing the whole student.

- Revise the Core Curriculum to foster critical thinking, inspire creativity, improve communication, enable responsible citizenship, and provide a broad set of competencies that are applicable to a wide range of careers.
- Develop a series of initiatives committed to innovation and program improvement, including an “innovation hub” that provides physical space and expert guidance for the development of new ideas and projects.
- Add distinctive majors and minors that are responsive to the workforce and provide the skills and knowledge students need for an enhanced quality of life and a rewarding career.
- Increase access to degrees and promote degree completion by scheduling critical courses in online and hybrid formats, as well as developing selected degrees that can be completed entirely online.
- Broaden our culture of assessment, evidence, and inquiry to collect a wider array of student data and engage in a more accurate evaluation of our mission fulfillment.
- Earn recognition for our instructors’ use of high-impact teaching practices to enable the success of students who are historically under-represented.
- Increase student participation in the Undergraduate Research and Creative Works Conference, as well as the number of students at all levels who collaborate with faculty on research projects.





STRATEGIC GOALS AND SELECTED MILESTONES

3 We will deliver on our promise to nurture our unique **organizational culture** by cultivating a workplace that is inclusive, inspirational, characterized by meaningful work, and supportive of diverse perspectives.



- Significantly increase the number of faculty and staff who report high levels of satisfaction with Nevada State as a workplace.
- Create a culture of emergency preparedness, where faculty, staff, and students report that Nevada State College is a safe environment.
- Increase the sense of community among and integration of part-time faculty.
- Build on our “Be the Difference” campaign by finding new ways to recognize faculty and staff who make meaningful impacts in our students’ lives.
- Add campus programs that allow academic and administrative faculty to obtain new skills and accept temporary assignments beyond the scope of their traditional roles.



STRATEGIC GOALS AND SELECTED MILESTONES

4 We will deliver on our promise to steward our **growth and capacity building** by expanding the College in creative ways through public-private partnerships, governmental and sister-institution collaborations, relationship-driven advancement practices, and strategic enrollment management.



- Refine our strategic enrollment plan to manage growth, improve our graduation rates, and build a diverse student body that is representative of regional demographics.
- Increase innovative pathways that attract and support transfer students from our community college partners.
- Add buildings to campus that use innovative and/or non-traditional structures, designs, and funding sources.
- Add physical structures that develop the campus-as-place, including sports facilities, space for artistic endeavors, and spaces committed to student activities.
- Increase our public/private partnerships with local governments.
- Add new units/departments to support efficient organizational management, innovation on campus, and initiatives that currently lack assigned leaders.
- Increase student participation in higher education and forge new community relationships through expanded dual credit partnerships.
- Inspire current and new generations of donors through integrated communications, stewardship, and event strategies.



STRATEGIC GOALS AND SELECTED MILESTONES

5 *We will deliver on our promise to improve **community engagement and economic development** by forging strong relationships with business and community organizations, making a positive impact on the community through service-oriented programs and applied research, and creating the critical workforce to grow our regional and state economy.*



- Graduate increased numbers of students who are prepared to work as leaders who contribute to and help diversify Nevada's economy.
- Increase partnerships between Career Services and academic units to benefit students and the community.
- Increase the overall visibility and recognition of Nevada State College through engaging marketing efforts and additional outreach.
- Improve graduates' employment placement rates.
- Imbue a spirit of "giving back" by increasing the number of volunteer experiences and community service activities completed by students and faculty.
- Foster an engaged community of alumni through increased outreach and alumni events.

DELIVERING ON THE PROMISE TO HIGHER EDUCATION

Our final promise is to strive toward our highest aspirations, the ideals that make Nevada State College unique and ultimately lead to a brighter future for all Nevadans. In this spirit, Nevada State aspires to be a leader in several areas, achieving statewide and national recognition as an institution that:

- Demonstrates how a convergence of high-impact teaching practices and intensive student support can lead to measurable gains in student success rates, particularly students who are classified as “at-risk” due to their socio-economic status or ethnic background;
- Infuses rigorous assessment and evidence-based decision-making into every institutional endeavor, including our student support efforts, assessment process, and various elements of the curriculum, leveraging the strength of data dashboards that unify disparate collections of data and make them accessible for internal and external use;
- Uses the knowledge and experience of our students by implementing new peer-to-peer leadership initiatives in which students who gain experience at Nevada State are empowered to help new students connect with campus services and feel integrated into the campus community;
- Integrates a distinctive Core Curriculum that provides all our students with a shared “major” that utilizes active and experiential learning, provides cross-cutting skills that support a range of occupations, and helps prepare students to participate effectively in our civic institutions.
- Consistently innovates in the design and implementation of critically needed degree programs in Nevada, such as teacher preparation and nursing, as well as emerging fields such as data science.



CORE VALUE: *Build Bridges*

DIVERSITY IS OUR STRENGTH. WE TREAT EACH OTHER WITH CARE AND RESPECT AND HELP ONE ANOTHER TO BE SUCCESSFUL.





NSHE GOALS AND KEY NEVADA STATE COLLEGE METRICS

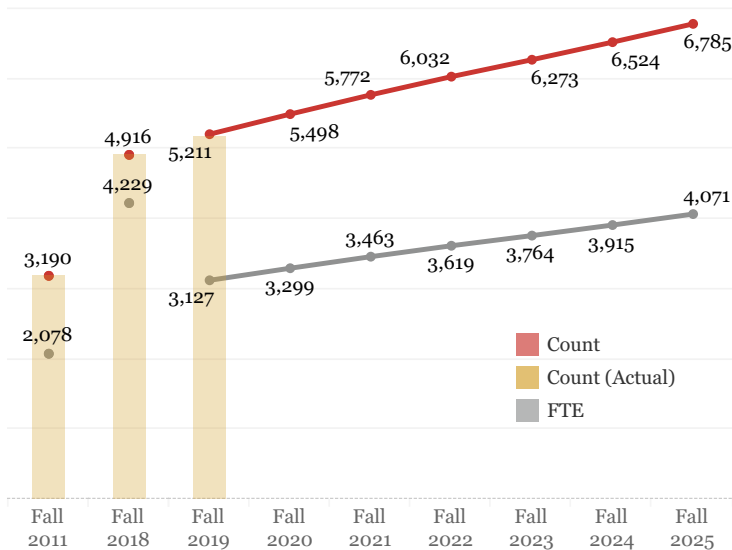
NSHE GOAL #1: ACCESS

INCREASE PARTICIPATION IN POST-SECONDARY EDUCATION

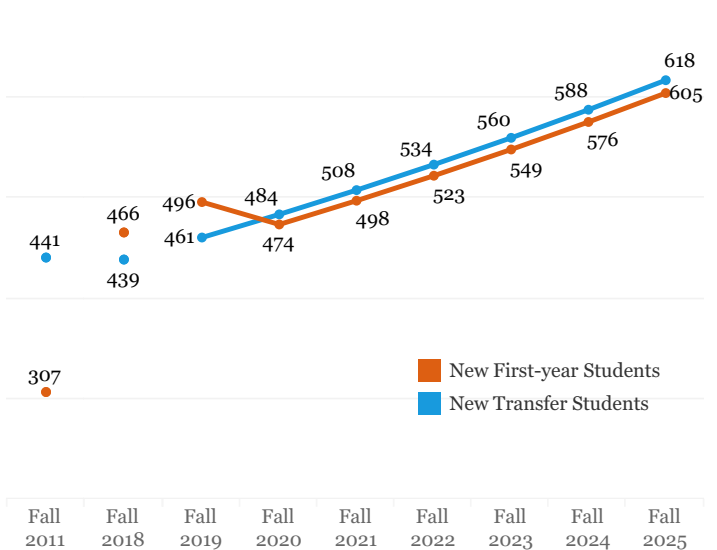
The maximum headcount and FTE projections are based on our overall growth rate of 54% over the past 7 years, as well as an enrollment management strategy that attenuates our growth over time to facilitate institutional improvements and account for limitations to our classroom and office capacity. The resulting projection yields headcount and FTE increases of approximately 5% for each of the next five years, and a total headcount increase of roughly 24% from Fall 2020 to Fall 2025.

	Past		Present			Future				
	Fall 2011	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024	Fall 2025	
Count	3,190	4,916	5,211	5,498	5,772	6,032	6,273	6,524	6,785	
FTE	2,078	4,229	3,127	3,299	3,463	3,619	3,764	3,915	4,071	
New First-year Students	307	466	496	474	498	523	549	576	605	
New Transfer Students	441	439	461	484	508	534	560	588	618	

Headcount and FTE



New First-year and Transfer Students





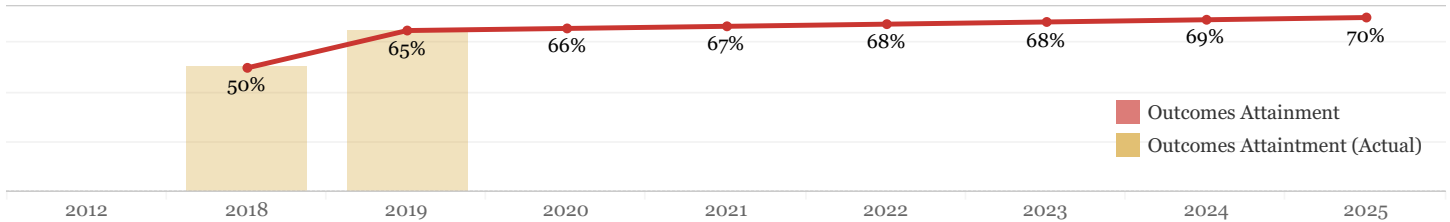
NSHE GOALS AND KEY NEVADA STATE COLLEGE METRICS

NSHE GOAL #2: SUCCESS (QUALITY) INCREASE STUDENT SUCCESS

The provision of a quality teaching and learning experience is a cornerstone of Nevada State’s mission. In pursuit of this goal, and in accordance with our accreditation standards, our aim is for 70% of senior-level Nevada State students to achieve “proficiency” or higher in their mastery of degree program learning outcomes. The current mean for all programs is slightly above 60%.

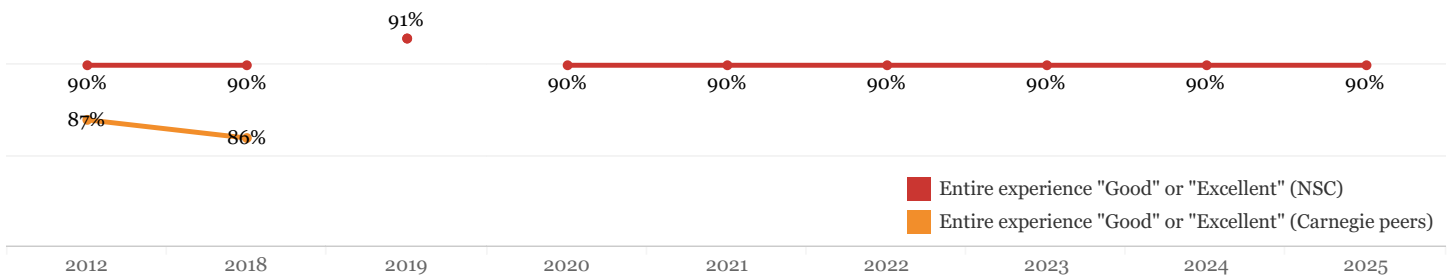
Past		Present				Future		
2012	2018	2019	2020	2021	2022	2023	2024	2025
	50%	65%	66%	67%	68%	68%	69%	70%

Program Outcomes Attainment



We also aspire for 90% or more of our students to continue to rate their overall educational experience as “good” or “excellent” on the National Survey of Student Engagement. This rating is 3% higher than the institutions in our Carnegie classification, both overall and in the Far West region.

Past		Present				Future		
2012	2018	2019	2020	2021	2022	2023	2024	2025
90%	90%	91%	90%	90%	90%	90%	90%	90%



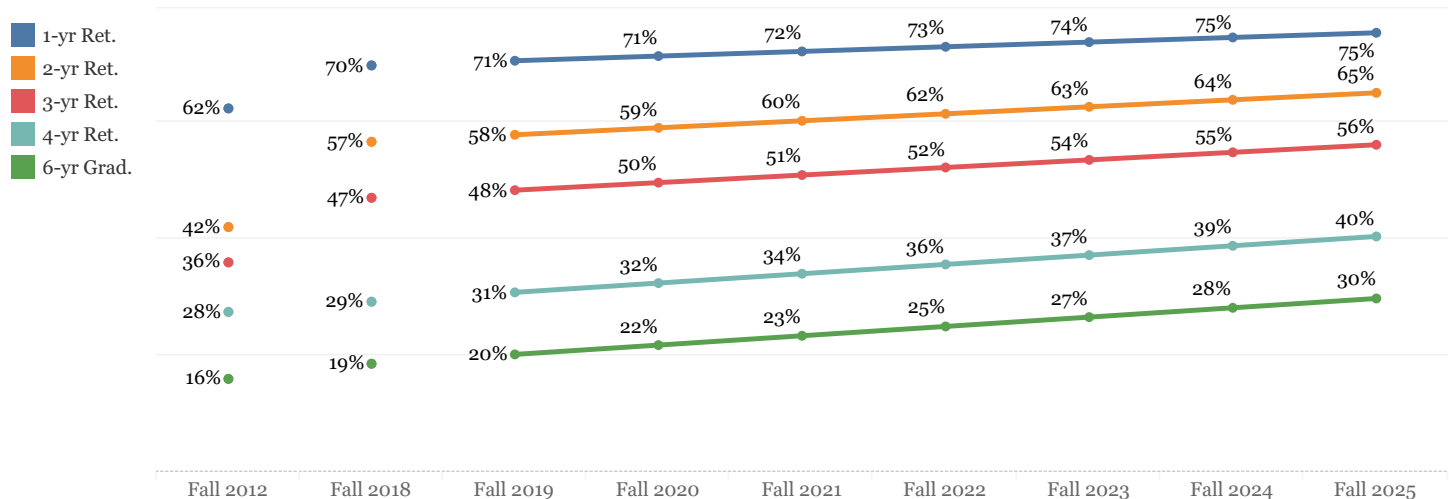


NSHE GOAL #2: SUCCESS (PROGRESSION) INCREASE STUDENT SUCCESS

Retention and graduation rates have steadily climbed at Nevada State. For first-time, full-time students from Fall 2012 to Fall 2018, we observed an 8% increase in 1-year retention for first-time, full-time students, which translates into a 13% increase in the number of students retained. Likewise, we have achieved a 15% increase in 2-year retention (36% increase in students retained), an 11% increase in 3-year retention (31%), and a 3% increase in the 6-year graduation rate (19%). These data, coupled with new student success programs and initiatives, predict continued increases in retention and graduation rates, as shown below. Slightly larger increases are projected for 2nd through 4th-year retention rates, as well as the 6-year graduation rate, because they will be the focus of future student success efforts.

	Past	Present	Future						
	Fall 2012	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024	Fall 2025
1-yr Ret.	62%	70%	71%	71%	72%	73%	74%	75%	75%
2-yr Ret.	42%	57%	58%	59%	60%	62%	63%	64%	65%
3-yr Ret.	36%	47%	48%	50%	51%	52%	54%	55%	56%
4-yr Ret.	28%	29%	31%	32%	34%	36%	37%	39%	40%
6-yr Grad.	16%	19%	20%	22%	23%	25%	27%	28%	30%

Increase Student Success





NSHE GOALS AND KEY NEVADA STATE COLLEGE METRICS

NSHE GOAL #3: CLOSE THE ACHIEVEMENT GAP

CLOSE THE ACHIEVEMENT GAP AMONG UNDERSERVED STUDENT POPULATIONS

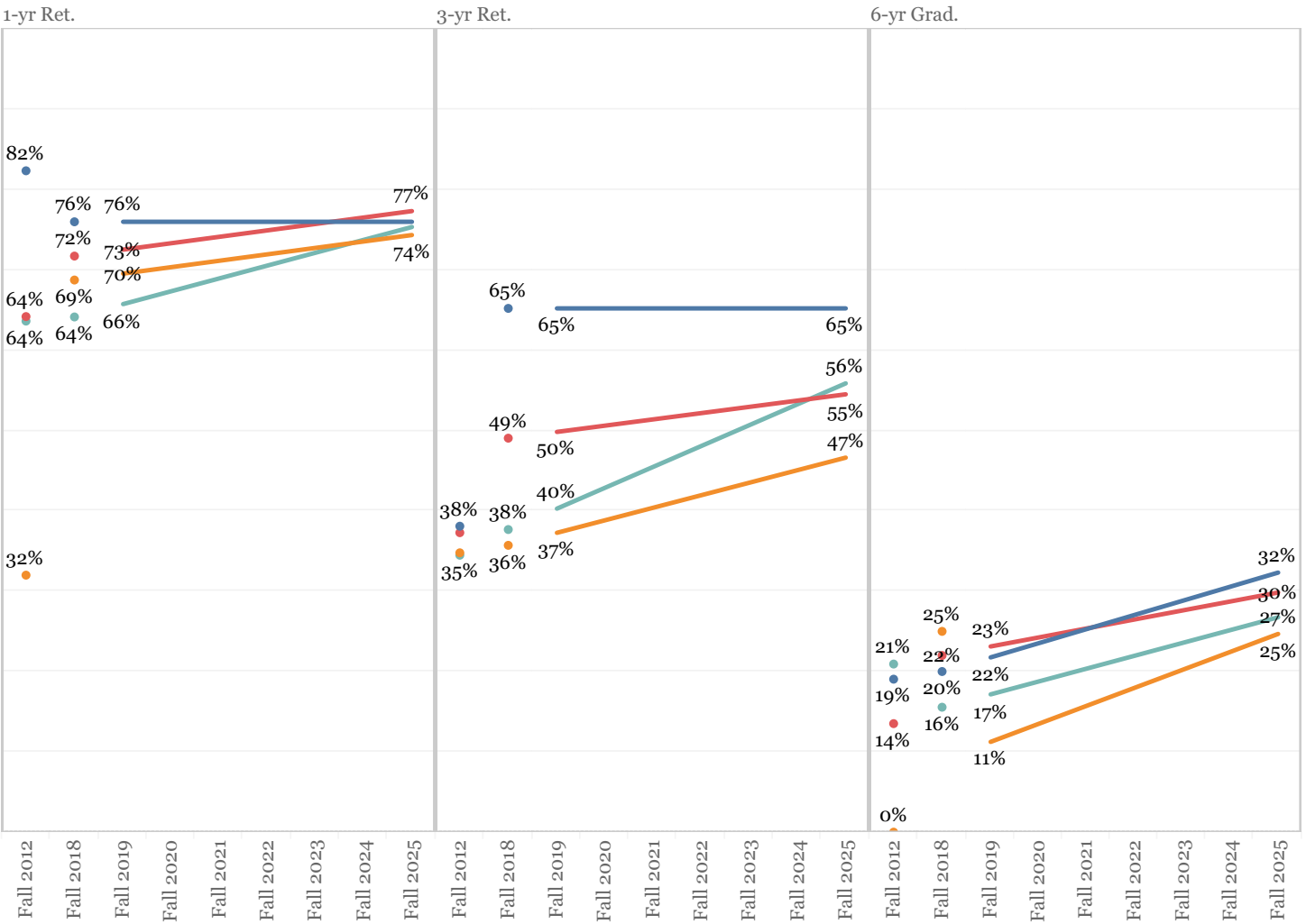
In accordance with our mission, Nevada State has successfully narrowed the equity gaps in achievement among under-represented populations. Given that our equity gaps do not always mirror the achievement differences exhibited by most institutions (e.g. the underperformance of White students in Fall 2018), our goal is to ensure that all students are achieving at a comparably high level. To this end, based on continued programming to support under-achieving student populations, the College aims to reduce retention and graduation equity gaps between our highest- and lowest-performing groups by half.

	Ethnicity	Past	Present		Future					
		Fall 2012	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024	Fall 2025
1-yr Ret.	Asian	82%	76%	76%	76%	76%	76%	76%	76%	76%
	Black or African Am.	32%	69%	70%	70%	71%	72%	73%	74%	74%
	Hispanics of any race	64%	72%	73%	73%	74%	75%	76%	77%	77%
	White	64%	64%	66%	67%	69%	71%	72%	74%	75%
2-yr Ret.	Asian	40%	45%	49%	53%	57%	61%	65%	69%	73%
	Black or African Am.	36%	40%	44%	47%	51%	54%	58%	62%	65%
	Hispanics of any race	45%	61%	61%	62%	62%	62%	63%	63%	63%
	White	45%	52%	54%	56%	59%	61%	64%	66%	68%
3-yr Ret.	Asian	38%	65%	65%	65%	65%	65%	65%	65%	65%
	Black or African Am.	35%	36%	37%	39%	40%	42%	44%	45%	47%
	Hispanics of any race	37%	49%	50%	51%	51%	52%	53%	54%	55%
	White	34%	38%	40%	43%	45%	48%	51%	53%	56%
4-yr Ret.	Asian	29%	31%	32%	34%	35%	37%	38%	39%	41%
	Black or African Am.	24%	23%	24%	26%	28%	30%	32%	33%	35%
	Hispanics of any race	21%	29%	31%	32%	33%	35%	36%	37%	38%
	White	31%	24%	26%	27%	29%	31%	32%	34%	35%
6-yr Grad.	Asian	19%	20%	22%	24%	25%	27%	29%	31%	32%
	Black or African Am.	0%	25%	11%	13%	16%	18%	20%	22%	25%
	Hispanics of any race	14%	22%	23%	24%	25%	26%	28%	29%	30%
	White	21%	16%	17%	19%	20%	22%	24%	25%	27%



NSHE GOALS AND KEY NEVADA STATE COLLEGE METRICS

■ Asian
 ■ Black or African Am.
 ■ Hispanics of any race
 ■ White





NSHE GOALS AND KEY NEVADA STATE COLLEGE METRICS

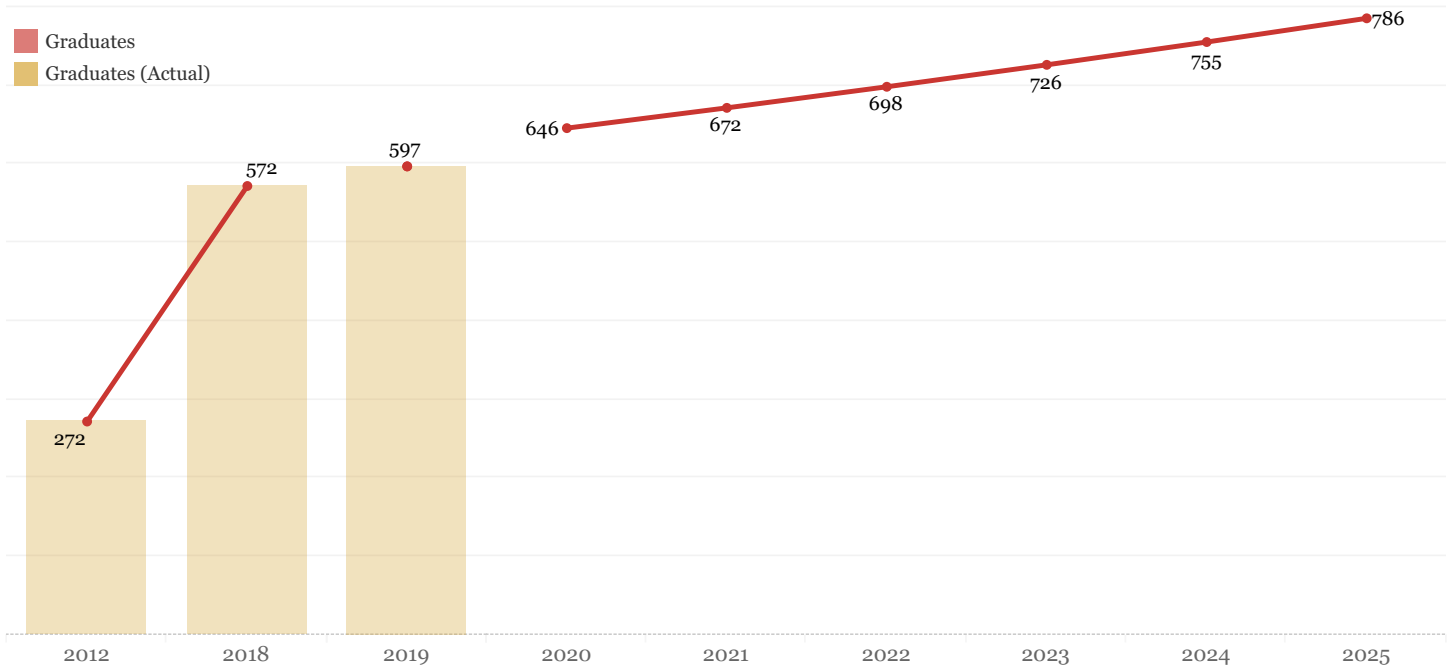
NSHE GOAL #4: WORKFORCE

COLLABORATIVELY ADDRESS THE CHALLENGES OF THE WORKFORCE AND INDUSTRY EDUCATION NEEDS OF NEVADA

As of Spring 2019, Nevada State has graduated over 4,500 students since the College's inception, including our largest-ever graduating class of 597 students in 2018-19. The projected graduation numbers shown below are based on our growth in headcount and a modest increase in the total percentage of Nevada State students who earn a degree, yielding a total of 786 graduates by 2025.

Past		Present			Future			
2012	2018	2019	2020	2021	2022	2023	2024	2025
272	572	597	646	672	698	726	755	786

Graduates





NSHE GOALS AND KEY NEVADA STATE COLLEGE METRICS

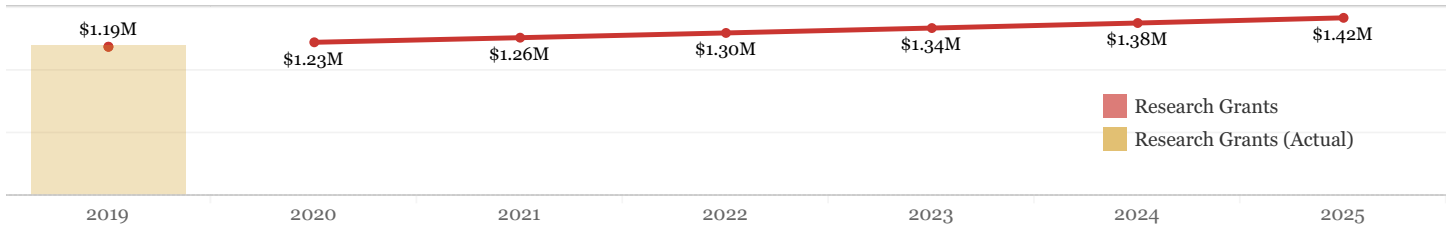
NSHE GOAL #5: RESEARCH

CO-DEVELOP SOLUTIONS TO THE CRITICAL ISSUES FACING 21ST-CENTURY NEVADA AND RAISE THE OVERALL RESEARCH PROFILE

Grant activity at Nevada State College has increased significantly in recent years, both in terms of overall funding for sponsored projects (approximately \$3.1M for 2019-20), which includes initiatives that promote student success and awards related specifically to research (\$1.19M for 2019-20), which often emphasize undergraduate participation. Based on anticipated growth in full-time faculty and student enrollments, we are projecting continued increases in funded research projects, as shown below.

Present			Future			
2019	2020	2021	2022	2023	2024	2025
\$1.19M	\$1.23M	\$1.26M	\$1.30M	\$1.34M	\$1.38M	\$1.42M

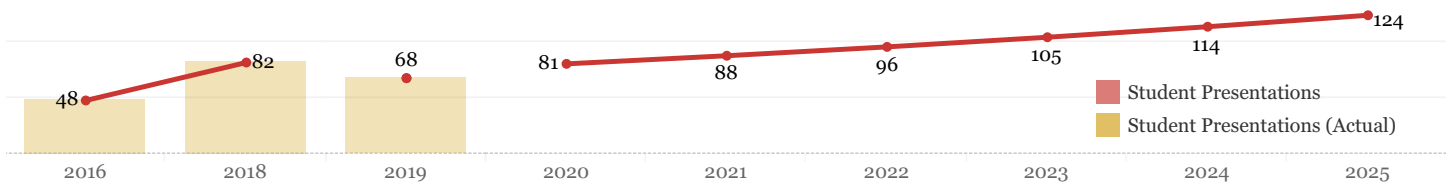
Research Grants



In 2016, Nevada State College began hosting the Annual Undergraduate Research and Creative Works (URCW) Conference, which gathers students from a host of disciplines to present their research in the form of presentations and panel discussions. In four years, the number of student research contributions has varied from under 50 to over 80. By 2025, we are aiming to achieve a 50% increase over Fall 2018.

Past			Present		Future				
2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
48	104	82	68	81	88	96	105	114	124

Student presentations at Annual Undergraduate Research and Creative Works (URCW) Conference



PLANNING AND IMPLEMENTATION

Nevada State's college-wide plan guides the actions needed to support our broader ambitions. To ensure that each unit has specific guidance and accountability across all administrative and academic offices, individual units will produce annual plans that list their future objectives. These plans should include, but are not limited to, the initiatives and projects listed in the Implementation Plan. Units will submit a plan for the upcoming academic year each March and complete a report on their progress by each June. As we move forward, the College also will ensure that the goals and initiatives in this plan are aligned with the Core Themes that emerge in our next Year One report to the Northwest Commission on Colleges & Universities.

STRATEGIC PLANNING COUNCIL

This on-going standing committee is in charge of strategic planning coordination, oversight, implementation, and assessment. It is the primary recommending body to the President.

The composition of the membership includes:

- 3 executive leaders;
- 3 Deans or Associate Deans;
- 3 academic faculty representatives;
- 3 administrative faculty representatives;
- 1 student representative;
- 1 classified employee representative.

Council Leadership

- The Provost and Executive Vice President will serve as Chair of the Council.
- The Project Manager will be appointed by the Provost.
- The Director of Institutional Research will be a standing member.







CREATING THE STRATEGIC PLAN

This plan is the result of more than a year of concerted efforts, which included:

Information-gathering sessions.

In 2018, Nevada State College hosted several small-group sessions following our fall convocation. These sessions were open to students, faculty, and staff. The feedback we collected during these sessions helped to form the foundation of our five strategic themes. In the fall of 2018, we hosted a second round of information-gathering sessions and used this information to develop initiatives and projects in support of our broad goals.

An external consultant.

We enlisted the help of a strategic planning expert to ensure our process was efficient, inclusive, and comprehensive. The consultant met with multiple stakeholders on campus and helped us design a plan based on best practices and Nevada State's unique culture.

Working groups.

Each strategic theme had a working group with broad representation from across campus. These groups met frequently, consulted with their constituents, and developed the initiatives that make up the heart of this plan.

Institutional Research.

With a strong commitment to making data-guided decisions, the various committees worked closely with the Director of Institutional Research and his team to ensure that clear metrics provide crucial guidance and meaningful benchmarks for our initiatives.

Strategic Planning Council.

A group of faculty leaders, administrators, and student representatives made up the Strategic Planning Council, which served as the guiding body for the entire planning process. This council reviewed the contributions of the working groups and helped to shape them into the final plan.

STRATEGIC PLANNING WORKGROUP MEMBERSHIP

	STUDENTS	CURRICULUM & INSTRUCTION	ORGANIZATIONAL CULTURE	GROWTH & CAPACITY BUILDING	COMMUNITY ENGAGEMENT & ECONOMIC DEVELOPMENT
President:	Bart Patterson				
Executive Sponsor: A member of executive leadership who guides the efforts of a planning committee and coordinates those efforts with the Strategic Planning Council.	Tony Scinta, Executive Vice Provost	Vickie Shields, Provost and Executive Vice President	Amber Lopez Lasater, Chief of Staff	Kevin Butler, Senior Vice President of Finance and Operations	Edith Fernández, Vice President of College and Community Engagement
Project Manager: The person responsible for monitoring the progress of each planning committee, coordinating the efforts of these committees, and ensuring strong communication between stakeholders.	Sita Sales, Manager				
Team Leader: A faculty member responsible for leading the regular meetings of a planning committee.	Gregory Robinson, Associate Vice Provost for Student Success	Gwen Sharp, Associate Vice Provost for Academic Initiatives	Diana Morgan, Director of Annual Giving	Lance Hignite, Associate Professor of Law Enforcement	Anthony Ruiz, Senior Advisor for Government Relations and Community Affairs
Working Teams: A representative group of faculty and staff assigned to develop projects, initiatives, and deliverables for a strategic goal.	Amey Evaluna Andra Scano Chris Harris Jenna Eastman Phil LaMotte Vanessa Mari	Abby Peters Amber Howerton Chris Garrett Jonathan Dunning LaTricia Perry Shartriya Collier	Anthony Ruiz Carlos Navarro Cristina Caputo Elia Curls Eric Gilliland Gregory Robinson Heather Lang-Cassera Heidi Batiste LaNelda Rolley Laura Rosales	Alex Kunkle Andrea Martin Anthony Morrone Brian Chongtai Eric Gilliland Erin Keller Jennifer Edmonds LaNelda Rolley	Danette Barber Erin Keller Holley Ridson Nicole Wesley Ray Specht
Writing Team:	Gregory Robinson - Chair Heidi Batiste, Amber Lopez Lasater, Tony Scinta, and Gwen Sharp				
Designer:	Nick Claus				



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