



# STRATEGIC PLAN 2019 - 2024

*UPDATED MARCH 2020*



STRATEGIC FUTURES  
PLAN SMART. DREAM BIG.

# CONTENTS

MESSAGE FROM THE PRESIDENT

MESSAGE FROM THE STRATEGIC PLANNING CO-CHAIRS

STRATEGIC PLANNING PROCESS

STRATEGIC FUTURES TASK FORCE

INCLUSIVE ENGAGEMENT

MISSION, VISION AND VALUES

GOAL ALIGNMENT WITH NEVADA SYSTEM OF HIGHER EDUCATION

INSTITUTIONAL OUTCOMES

STRATEGIC GOALS AND OBJECTIVES



## Message from the President

At its core, the mission of the College of Southern Nevada (CSN) has always been to empower our students and community to achieve, succeed, and prosper. We operate with an expectation that our students will graduate, complete, transfer and succeed in the workforce and in life. This plan affirms the CSN core mission and highlights challenges and college-wide opportunities to provide tomorrow's leaders with the skills, knowledge, and abilities they need to succeed and to keep Southern Nevada prosperous.

Through the work of many within our campus community, this plan frames CSN's next seven years of service to Southern Nevada and the Nevada System of Higher Education. As expressed in the plan, our faculty, staff, and students are committed to fulfilling the needs of the diverse communities CSN so proudly serves. The following broad core themes are currently underway at CSN:

1. **Student Success:** a fundamental expectation that CSN students **graduate, complete, transfer, and prosper;**
2. **Community, Connection, Inclusion and a Sense of Belonging:** essential to welcoming diverse students and meeting the demands of the local economy;
3. **Quality,** recognizing CSN's public responsibility and accountability that encompasses feedback mechanisms that measure results and accomplishment; and,
4. **Institutional Stewardship,** ensuring CSN is accountable while meeting the needs of the region.

Our original 2014-2024 strategic planning process was co-chaired by Professor Dr. Joshua Levin and Vice President & Provost Patricia Charlton and was guided by a 25-member volunteer complement of CSN faculty, staff, and students. This broad group of stakeholders provided wide-ranging expertise to inform these efforts. The 2020 strategic plan update was triggered by a requirement by the Nevada System of Higher Education (NSHE) Board of Regents to align Institutional Higher Education – Strategic Plans to the five NSHE Goals. In spring 2019, CSN utilized input from the mid-cycle accreditation review by the Northwest Commission on Colleges and Universities (NWCCU) along with the NSHE Goals and reached out to its stakeholders in the community to provide further input into the plan. As a result of this extensive work, CSN's strategic plan, which affects every aspect of the College, its departments and functions, provides a clear path forward with a vision of national prominence in fostering student success, shared governance, and performance excellence.

Dr. Federico Zaragoza, President





## Message from the Strategic Planning Co-Chairs

The CSN Strategic Futures Task Force (SFTF) began with the understanding that the future of the College and the students we serve is in our hands. Our fundamental guiding principles as we began our work, to which we stayed steadfast and committed throughout, were the following:

- **Being transparent across the CSN community;**
- **Reaching out to the diverse range of stakeholders who have interest and perspective to share on the future of the College;**
- **Being respectful of differing opinions while seeking mutually beneficial compromises and solutions; and,**
- **Being transformational, by looking toward the future of what CSN can and should be, and reaching further to our highest vision of what the College can accomplish.**

The SFTF celebrates the dedication and knowledge of our faculty. The combination of their expertise and commitment to education produces a supportive and rigorous academic environment that successfully challenges our students to be their best. The diversity evident among the faculty results in a convergence of knowledge, perspective, and methods that enhance the educational experience and prepares students for the complexities of a multicultural world. In keeping with CSN's long-standing concern with quality, the SFTF recognizes the importance of empowering faculty to produce innovative student-centered education which contributes directly to the fulfillment of the College mission.

Our collaborative process also identified opportunities and key challenges that must be recognized and addressed. These challenges limit CSN's ability to achieve our potential as the nation's premier community college. First, difficulties concerning internal communication and collaboration within the College community, among employee groups, colleagues, campuses, departments, schools, divisions, administrative processes, and policy settings, has resulted in a fractured environment. This deeply and negatively impacts our institutional culture, morale, efficiency, and the successful achievement of institutional goals. Actions to address college-wide communication must be taken immediately. Communication solutions and additional relevant priorities including technology and professional development are incorporated into the 2019-2024 Strategic Plan.

The internal communication challenge also impacts students and their interaction, engagement, and participation in the learning environment. Communication difficulties related to the coordination of services, onboarding into the College community, effective advising and counseling, and delivery of support across campuses impact student success and satisfaction. The redesign and implementation of a standard student experience that includes mandatory orientation and centralized email will dramatically improve the student experience.

It is important to review CSN's brand strategy, to increase our impact on the student pipeline (which includes K-12 and non-traditional students) as well as improve engagement with local communities and workforce collaboration. We must also explore ways to ensure that students are prepared for the rigor and challenges of higher education. Ensuring college readiness, understanding financial and other college barriers, and acknowledging student support service requirements in advance can all be improved. Expanded technology functionality, including a new Customer Relationship Management (CRM) tool, and increased staffing in appropriate areas and campuses will help in this regard. Increasing awareness of CSN as the first choice for educational advancement while deploying institutional resources to best serve Southern Nevada residents, business and industry, municipalities, and K-12 must be explored with renewed vigor.

These overarching challenges are fundamental and severe. Solutions are necessary in order to support the CSN mission, vision, and values.

CSN is an essential community investment. Success in Southern Nevada is tied to our ability to educate and empower students in the region. The SFTF embraced the responsibility of serving as institutional stewards tasked with assisting and guiding CSN to be better than we are today. In order to properly identify and assess our shortcomings, as well as develop an informed, inspired, achievable vision for our future, we called upon the intellect and passion of 25 dedicated faculty, staff, and students. This group facilitated targeted research engagements with stakeholders throughout the institution, the public at large, civic organizations, and business and local government leadership. It is important to note that this plan has been updated to reflect two important items, including the Nevada System of Higher Education (NSHE) Strategic goals and metrics which were established in December 2017, as well as the inclusion of Student Learning Outcomes. These items are reflected in CSN's goals and metrics throughout this strategic plan. We are deeply grateful for the volunteers and staff who helped create this plan for the future of the College. The Strategic Futures Task Force began with a desire to improve; to "Plan Smart and Dream Big." The result of that work, this document, reflects the insights and aspirations of the College and the wider community. We believe that it outlines a path toward a future in which our faculty, staff, and especially our students can succeed in education and thrive in the world. We thank the Strategic Futures Task Force and the Strategic Plan Work Team Members and Team Leads for their time, energy, insight, and dedication to bring the plan to fruition.

Dr. Joshua Levin, Professor, Human Behavior

Patty Charlton, Vice President & Provost, Henderson Campus







## Strategic Planning Process: Strategic Futures Task Force

The task force was created through recruitment for volunteers. Faculty, staff, and students were invited to volunteer by completing an application describing their intent, experience in the College, and commitment to an engaging and transformational process. The President's Office selected task force members based on their ability to provide input into the process as well as the volunteer's ability to represent a broad cross-section of the institution.

The task force was charged with collecting and analyzing data, using their experience with the College to advocate for positions within the plan and planning process. The work was divided among the task force and included the following subcommittees:

- **Mission, Vision, and Values**
- **Internal Stakeholders**
- **External Stakeholders**
- **Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis**
- **Environmental Scan**

Between the Spring 2016 semester and the Spring 2019 semester, the task force collected and analyzed data and engaged in thoughtful debate about the future of the College as well as the path forward. We required experts from different areas of the College to take risks, think boldly, and develop strategies that could be implemented to reach our goals. This vision for CSN was articulated in revised statements of mission, vision, values, core themes, and goals. These professionals accepted the challenge and were ambitious and purposeful in their work.

## Strategic Planning Process: Inclusive Engagement

The work of the Strategic Futures Task Force included subcommittees that facilitated broad-based outreach and engagement. The products of each subcommittee were critical to our understanding of the College and provided context for the task force to engage in meaningful conversation about the plan. Internal and external constituents further reflected and validated on the work of the SFTF during the Spring 2019 semester. The collection of data was extensive:

- **Mission, Vision and Values Subcommittee**
  - Reported 15 listening sessions in various College work groups.
- **Internal Stakeholders Subcommittee**
  - Reported 16 listening sessions conducted in various busy intersections on all three campuses.
  - Received 144 survey responses.
- **External Stakeholders Subcommittee**
  - Reported four sessions with outside groups and one session with invited guests and elected officials.
  - College-wide Survey – reported 1,725 responses.
- **Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis Subcommittee**
  - Reported 19 sessions in various work groups and in classes.
- **Environmental Scan Subcommittee**
  - Interviewed 13 colleges.
- **Spring 2019 Listening Sessions**
  - Held six listening sessions with internal and external community members for review and update purposes.



### MISSION

The College of Southern Nevada empowers our students and communities to achieve, succeed, and prosper.

### VISION

The College of Southern Nevada is recognized as a leader among community colleges in fostering student success, shared governance, and performance excellence.

### VALUES (I-LEAD)

---

- **Integrity**

We place fairness, honesty, transparency, and trust at the center of all decisions, policies, and operations.

---

- **Lifelong Learning**

We foster curious minds, continuous learning, and a broad-based education to enhance creative thinking, problem solving, innovation, and principled leadership.

---

- **Excellence**

We achieve and surpass our goals through continuous performance improvement and commitment to — and quality in — teaching, learning, scholarship, service, and administration.

---

- **Academic Freedom**

We embrace freedom of thought and speech in support of teaching, learning, communication, shared governance, and responsible civic engagement.

---

- **Diversity**

We value the integration of different backgrounds and perspectives among students, faculty, staff, and community members as a way to collaborate and promote creativity, innovation, and growth.

---





## Nevada System of Higher Education Strategic Goals

### Strategic Goal 1: ACCESS

Increase participation in post-secondary education.

### Strategic Goal 2: SUCCESS

Improve completions/student success rates and increase the number of individuals with a post-secondary credential.

### Strategic Goal 3: CLOSE THE ACHIEVEMENT GAP

Close the achievement gap among underserved student populations.

### Strategic Goal 4: WORKFORCE

Collaboratively address the challenges of the workforce and industry education needs of Nevada populations.

### Strategic Goal 5: RESEARCH

Co-develop solutions to the critical issues facing 21st century Nevada and raise the overall research profile.

## College of Southern Nevada Goals & NSHE Alignment

### STUDENT SUCCESS — NSHE Goal #2, #3

Provide the best environment, programs, and support services to meet students' personal, work, and educational needs and expectations. Close the achievement gap among underserved student populations. Improve completion and student success rates and increase the number of individuals with a post-secondary credential.

### ENGAGEMENT — NSHE Goal #1, #2, #3

Provide an inclusive and diverse environment that fosters lasting connection, shared investment, pride and goodwill. Communicate and connect with and support students to increase new student enrollments (access) student engagement (sense of belonging and involvement) and satisfaction with CSN's family, culture, programs, and services.

### PERFORMANCE AND QUALITY — NSHE Goal #2, #5

Engage in best performance excellence practices that lead to the deployment of our values, accomplishment of our mission, and realization of our vision. Review and improve academic and work processes, ensure two-way communication and collaboration across campuses, and promote institutional innovation. Research critical real-world problems and seek solutions and stewardship to ensure performance excellence and the increase of quality and value to CSN stakeholders.

### WORKFORCE AND COMMUNITY — NSHE Goal #2, #4

Collaboratively address the challenges of the workforce and industry education needs of Nevada populations. Address the critical issues facing 21st century Nevada. Consider the environmental, social, and fiscal impact of every decision to use resources ethically, effectively and sustainably.

## Institutional Outcomes

We provide the skills, knowledge, and abilities our students need to achieve their educational, professional, and personal goals. We accomplish our mission through:

- accessible and affordable education,
- inclusive learning and working environments,
- cultural and scientific literacy,
- diversity support,
- civic engagement, and
- economic development.

College of Southern Nevada students, through courses, programs, general education, and holistic student engagement, are expected to achieve the following institutional learning outcomes through their experiences within the college environment:

- Apply critical thinking in a variety of situations.
- Use effective communication in personal and professional contexts.
- Collaborate professionally to benefit our diverse community.



### 1. Student Success

Provide the best environment, programs, and support services to meet students' personal, work, and educational needs and expectations. Close the achievement gap among underserved student populations. Improve completions and student success rates and increase the number of individuals with a post-secondary credential.

#### Objectives:

- 1.1 Improve graduation and transfer rates year-over-year.
- 1.2 Implement and enhance Connection, Entry, Progress and Completion (First Year Experience) model for student services and the collegiate experience, ensuring that students connect to the College and to pathways for completion.
- 1.3 Increase the percentage of students with a degree plan year-over-year.
- 1.4 Increase the number of students taking a full-time course load in the fall and spring semesters.
- 1.5 Increase the number of students who utilize the support services that result in student retention, persistence, and completion.
- 1.6 Ensure students achieve Institutional Learning Outcomes (ILOs) to promote lifelong learning.

### 2. Engagement

Provide an inclusive and diverse environment that fosters lasting connection, shared investment, pride and goodwill. Communicate, connect with and support students to increase new student enrollments, student engagement, and satisfaction with CSN's family, culture, programs, and services.

#### Objectives:

- 2.1 Improve outreach to cultivate community relationships.
- 2.2 Increase the number of participants engaging in preparation activities for college.
- 2.3 Promote CSN shared identity and pride.
- 2.4 Create a culture in which CSN values diversity, inclusion and respect for others in every College service, event, and operation.
- 2.5 Improve service experience for students.

### 3. Performance and Quality

Engage in best performance excellence practices that lead to the deployment of our values, accomplishment of our mission, and realization of our vision. Review and improve academic and work processes, ensure two-way communication and collaboration across campuses, and promote institutional innovation. Research critical real-world problems and seek solutions and stewardship to ensure performance excellence and the increase of quality and value to CSN stakeholders.

#### Objectives:

- 3.1 Embed continuous improvement and innovation into all aspects of the College.
- 3.2 Pursue specialized accreditations.
- 3.3 Recruit, hire, and retain diverse qualified employees.
- 3.4 Enhance professional development opportunities for employee growth and enrichment.
- 3.5 Improve shared governance and coordination.
- 3.6 Develop opportunities for faculty and students to engage in undergraduate research.
- 3.7 Evaluate degree and certificate programs and services.

### 4. Workforce and Community

Collaboratively address the challenges of the workforce and industry education needs of Nevada populations. Address critical issues facing 21st century Nevada. Consider environmental, social, and fiscal impact of every decision to use resources ethically, effectively and sustainably.

#### Objectives:

- 4.1 Promote transparency of strategic goals through published institutional data and analytic results.
- 4.2 Improve fiscal responsibility, sustainability and resource allocation to assure mission alignment.
- 4.3 Diversify institutional revenue streams.
- 4.4 Reduce energy consumption.
- 4.5 Ensure alignment with the workforce and economic development ecosystem to meet employment demand and skill gaps.



## Strategic Goal 1. STUDENT SUCCESS

Provide the best environment, programs, and support services to meet students' personal, work, and educational needs and expectations. Close the achievement gap among underserved student populations. Improve completion and student success rates and increase the number of individuals with a post-secondary credential.

Objectives	Key Metrics (Measures of Assessment)
1.1 Improve graduation and transfer rates year over year.	1.1.1 Certificates and degrees awarded 1.1.2 IPEDS graduation and transfer data
1.2 Implement and enhance Connection, Entry, Progress and Completion (First Year Experience) model for student services and the collegiate experience, ensuring that students connect to the College and to pathways for completion.	1.2.1 Change in the number of students who participate in a First Year Experience program 1.2.2 Course completion rates 1.2.3 Completion rates in gateway math and English courses 1.2.4 Change in the percent of students (cohort of economically disadvantaged and non-degree seeking) who complete their first semester 1.2.5 Online readiness assessment data 1.2.6 CCSSE data
1.3 Increase the percentage of students with a degree plan year over year.	1.3.1 Degree plans on file
1.4 Increase the number of students taking a full-time course load in the fall and spring semesters.	1.4.1 Number of students taking a full-time course load
1.5 Increase the number of students who utilize the support services that result in student retention, persistence, and completion.	1.5.1 Retention rates 1.5.2 Fall-to-Fall persistence rates 1.5.3 Number of students who utilize support services
1.6 Ensure students achieve Institutional Learning Outcomes (ILOs) to promote lifelong learning.	1.6.1 Course student learning outcomes achieved 1.6.2 Program student learning outcomes achieved 1.6.3 General education student learning outcomes achieved

Strategies Supporting **STUDENT SUCCESS**:

- Continue working with K-12 partners and others to address college readiness, including initiatives for bridging secondary and post-secondary education and gaps in preparedness for college learning.
- Improve screening and preparation of students for courses (online and in-person) to effectively support student learning.
- Provide intentional support interventions for students to retain them and help them complete a certificate or degree program.
- Develop communication avenues for students and implement technology to guide student completions.
- Identify and support opportunities and experiences in undergraduate research for faculty and students.
- Gather student feedback through surveys and focus groups to guide CSN's responsiveness to student needs.
- Institute mandatory actions for new students, such as orientation, First Year Experience, and advising to provide a standard student experience.
- Engage advisors and counselors in retooling structures for improved services to students.
- Create assessments, measures and interventions to improve services and their delivery to facilitate student readiness and success.



## Strategic Goal 2. ENGAGEMENT

Provide an inclusive environment that fosters lasting connection, shared investment, pride, and goodwill. Communicate, connect with and support students to increase student engagement (sense of belonging and involvement) and satisfaction with CSN's family, culture, programs, and services.

Objectives	Key Metrics (Measures of Assessment)
2.1 Improve outreach to cultivate community relationships.	2.1.1 Rosters of faculty, staff and students involved in meaningful community engagement efforts
2.2 Increase the number of participants engaging in preparation activities for college.	2.2.1 Interest and participation in identified cohorts (e.g., dual enrollment K-12; adult learners, and transfer students)  2.2.2 Nevada Promise enrollments  2.2.3 Opportunities for stakeholder transparency and input, through engagement such as town hall meetings, councils, and committee participation
2.3 Promote CSN shared identity and pride.	2.3.1 Employee survey results
2.4 Create a culture in which CSN values diversity, inclusion, and respect for others in every College service, event, and operation.	2.4.1 Employee satisfaction and engagement survey results
2.5 Improve service experience to students.	2.5.1 Student satisfaction and engagement surveys  2.5.2 Employee completions of Service Excellence training
<p>Strategies Supporting <b>STUDENT ENGAGEMENT</b>:</p> <ul style="list-style-type: none"><li>• Implement a comprehensive CSN "workforce vision" that encompasses all aspects of the College's mission, community commitment, and business and industry collaborations.</li><li>• Enhance business, industry, district, trades agencies, and other partners essential to CSN's performance and mission achievement.</li><li>• Engage with municipalities as well as professional, civic and cultural organizations to increase collaboration, engagement, and satisfaction with CSN.</li><li>• Present CSN to internal and external constituent groups through regular reports, public forums, media, marketing, announcements, and venues that allow public accountability.</li><li>• Deepen the diversity and cultural awareness that enriches CSN.</li><li>• Sustain multiple and consistent connections to the larger CSN community.</li></ul>	



### Strategic Goal 3. PERFORMANCE AND QUALITY

Engage in best performance excellence practices that lead to the deployment of our values, accomplishment of our mission, and realization of our vision. Review and improve academic and work processes, ensure two-way communication and collaboration across campuses, and promote institutional innovation and stewardship to ensure performance excellence and the increase of quality and value to CSN stakeholders.

Objectives	Key Metrics (Measures of Assessment)
3.1 Embed continuous improvement and innovation into all aspects of the College.	3.1.1 Stakeholders' satisfaction scores
3.2 Pursue specialized accreditations.	3.2.1 Specialized accreditations
3.3 Recruit, hire, and retain diverse qualified employees.	3.3.1 Employee hiring data
3.4 Enhance professional development opportunities for employee growth and enrichment.	3.4.1 Employee survey results 3.4.2 Employee participation in training/professional development including mentorship programs for new employees
3.5 Improve shared governance and coordination.	3.5.1 Employee survey results
3.6 Develop opportunities for faculty and students to engage in undergraduate research.	3.6.1 Faculty and student participation in research activities
3.7 Evaluate degree and certificate programs and services.	3.7.1 Assessment plans for all degrees and certificate programs
<b>Strategies Supporting PERFORMANCE AND QUALITY:</b> <ul style="list-style-type: none"><li>• Nurture partnerships and expand opportunities for collaboration.</li><li>• Involve faculty and staff in reliable opportunities for professional development.</li><li>• Restructure, improve, and formalize as needed the Division of Workforce and Economic Development (DWED), community relations, the website, College advancement, and the CSN Foundation, providing for a more penetrating and systematic reach into the community.</li><li>• Continue to earn commendations for shared governance with policy revisions and work climate improvement as well as faculty participation in decision making.</li></ul>	

#### Strategic Goal 4. WORKFORCE AND COMMUNITY

Collaboratively address the challenges of the workforce and industry education needs of Nevada populations. Address the critical issues facing 21st century Nevada. Consider the environmental, social, and fiscal impact of every decision to use resources ethically, effectively, and sustainably.

Objectives	Key Metrics (Measures of Assessment)
4.1 Enhance transparency on strategic themes through published institutional data/analytic results.	4.1.1 Weighted Student Credit Hour (WSCH) achieved through course completion
4.2 Improve fiscal responsibility, sustainability, and resource allocation to assure mission alignment.	4.2.1 Institutional reserve
4.3 Diversify institutional revenue streams.	4.3.1 Resources secured through external sources including grants, contracts and donations
4.4 Reduce energy consumption.	4.4.1 Kilowatt hours per square foot utilized
4.5 Ensure alignment with the workforce and economic development ecosystem to meet employment demand and gaps as identified by industry sectors.	4.5.1 New and inactivated curriculum 4.5.2 Alignment of Academic Master Plan with State of Nevada high-demand occupational groups 4.5.3 Enrollment in credit and noncredit programs for identified top in-demand industry sectors 4.5.4 Participation in programs offering industry-recognized credentials 4.5.5 Number of students participating in internships and apprenticeships
<b>Strategies Supporting WORKFORCE AND COMMUNITY:</b> <ul style="list-style-type: none"><li>• Comply fully with all applicable laws and regulations, including Title IX, board policies, and institutional policies and procedures.</li><li>• Involve faculty leadership in decision making related to academics and student success initiatives.</li><li>• Continue the open processes of budget allocation, program review, auditing, and fiscal responsibility.</li><li>• Create, report and review performance metrics.</li></ul>	