College of Southern Nevada
Strategic Plan

Plan Smart. **Dream Big.**

March 2020

CSN
COLLEGE OF SOUTHERN NEVADA

www.csn.edu
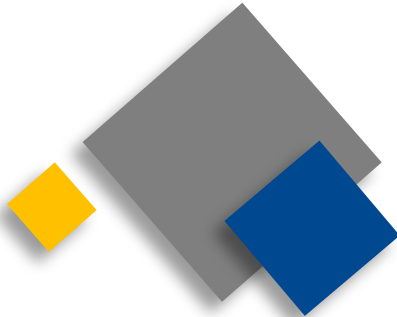
Mission

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

CSN
COLLEGE OF
SOUTHERN NEVADA

www.csn.edu
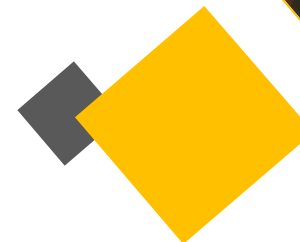
Vision

CSN is recognized as a leader among community colleges in fostering student success, shared governance, and performance excellence.

www.csn.edu

CSN
COLLEGE OF
SOUTHERN NEVADA

Values

- **I**ntegrity
- **L**ifelong Learning
- **E**xcellence
- **A**cademic Freedom
- **D**iversity

CSN
COLLEGE OF
SOUTHERN NEVADA

www.csn.edu

Values - ILEAD

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.

NSHE Goals Drive CSN Strategic Objectives

- Strategic Objective 1: STUDENT SUCCESS **(NSHE #2 & #3)**
  - Completion and Closing the Achievement Gaps

- Strategic Objective 2: STUDENT ACCESS & ENGAGEMENT **(NSHE #1)**
  - Climate and opportunities for connection

- Strategic Objective 3: PERFORMANCE & QUALITY **(NSHE #5)**
  - Provide students and faculty with research opportunities

- Strategic Objective 4: WORKFORCE & COMMUNITY **(NSHE #4)**
  - Align instructional programs to address skill gaps and produce world class technicians in demand occupations to support economic prosperity in the region
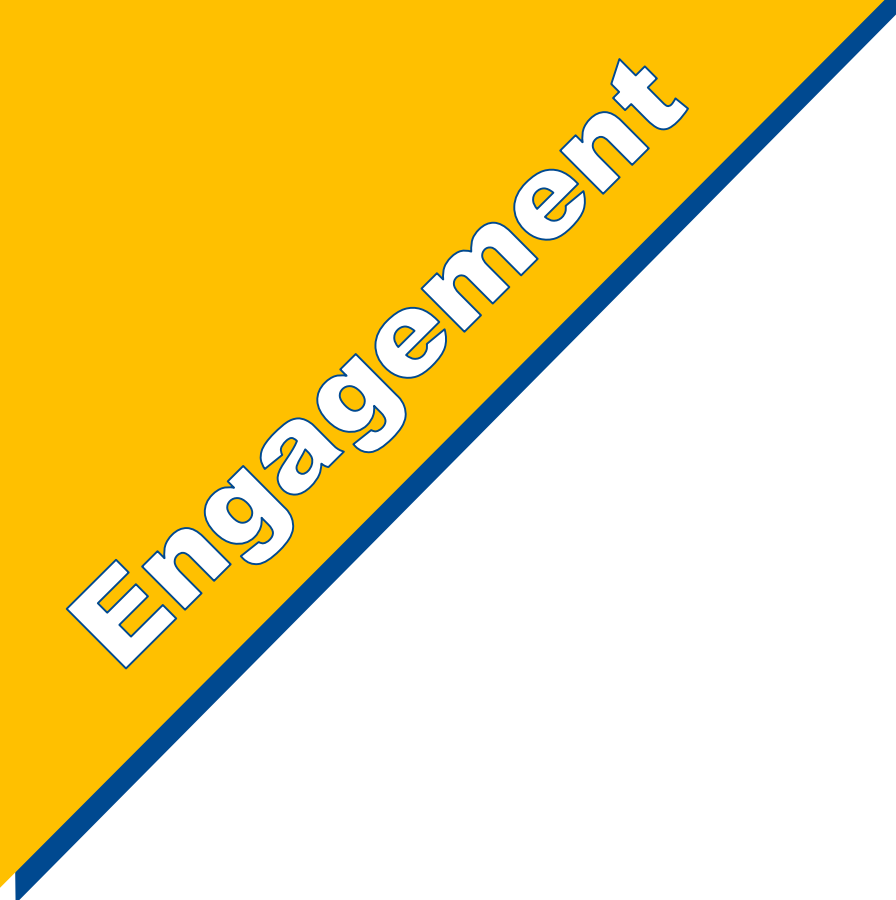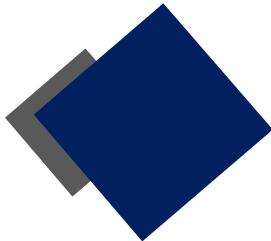
Dr. Joshua Levin,
Co-chair

Patty Charlton,
Co-chair

25 Faculty and Staff
on the Task Force

11 Work Teams
Throughout the Institution

CSN
COLLEGE OF
SOUTHERN NEVADA

www.csn.edu

The Process

Fall 2015 – Year Seven Mission Fulfillment and Sustainability Accreditation Visit

Spring 2016: Launched Strategic Plan Process
- Committee of 25
- Objective: revisit and revise mission, vision and values statements; determine core themes
- Needs assessments, environmental scan, internal and external stakeholder engagement, etc.
- Constituent participation and input
- Faculty and staff engagement
- Board of Regents action – September 2016 for new mission, vision, values and core themes

- **Strategic Futures Task Force**
  - Mission, vision and values
    - 15 listening sessions
  - **Environmental Scan**
    - 13 peer institutions interviewed
  - **Strengthens, Weaknesses, Opportunities and Threats**
    - 19 sessions among stakeholders
  - **Internal Stakeholders**
    - 16 listening sessions
  - **External Stakeholders**
    - 4 sessions, and an activity with local government and community members
  - **College-Wide Survey**
    - 1,725 surveys received (6.3%, 2.3% margin of error)

www.csn.edu

The Timeline

Fall 2016 to February 2017
- SWOT analysis
- Goals, objectives, metrics, strategies

February to June 2017
- Draft circulated for input
- Institutional Advisory Committee discussion
- Goals prioritization and strategy development
- Selected revisions conforming to NWCCU input
- Final draft prepared

August 2018
- President Zaragoza arrives

February to August 2019
- Alignment with NSHE Goals
- Update, review and validate with internal and external stakeholders

Fall 2019
- Update to institutional stakeholders

Environmental Scan

- Austin Community College District (Texas)
- Cuyahoga Community College (Ohio)
- Houston Community College District (Texas)
- LA Community College District (California)
- Lone Star Community College District (Texas)
- Maricopa Community College District (Arizona)
- Miami-Dade Community College (Florida)
- Montgomery College (Maryland)
- Nassau Community College (New York)
- Pasadena Community College (California)
- Portland Community College (Oregon)
- Salt Lake Community College (Utah)
- Truckee Meadows Community College (Nevada)

Input Engagement

Internal

- Academic faculty
- Deans
- Students
- Classified staff
- Administrative faculty
- Faculty senate
- Institutional Advisory Council
- Foundation trustees

External

- Elected community leaders
- Business & industry leaders
- Planning consultant
- Community groups
- Data from IPEDS/Voluntary Framework of Accountability
- Data from environmental scan
- Data from peer & other institutions

www.csn.edu

CSN
COLLEGE OF
SOUTHERN NEVADA

Ongoing Initiatives Impacting CSN Strategic Plan

- Multi Campus District Model
- Collective Bargaining
- Integrated Planning Policy Implementation
- Internal and External Communication
- Technology Improvements
- Professional Development

CSN
COLLEGE OF
SOUTHERN NEVADA

www.csn.edu

Strategic Plan Structure

- **Goals**

- **Objectives**

- **Key Metrics**

- **Strategies**

Core Themes

Overarching Core Themes:

- Student Success
    - Completion
    - Engagement

- Community, Connection, and Inclusion a Sense of Belonging

- Quality

- Institutional Stewardship

CSN Multicultural Center

CSN
COLLEGE OF
SOUTHERN NEVADA

www.csn.edu

Strategic Goals

- **Student Success**

- **Engagement**

- **Performance and Quality**

- **Workforce and Community**

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

CSN
COLLEGE OF
SOUTHERN NEVADA

www.csn.edu
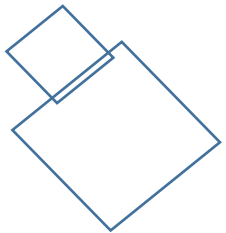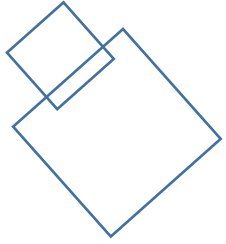
Student Success

Objectives:

- Improve graduation and transfer rates year over year.
- Implement and enhance Connection, Entry, Progress and Completion (First Year Experience) model.
- Increase the percentage of students with a degree plan year over year.
- Increase number of students taking a full-time course load.
- Increase number of students utilizing support services resulting in student retention, persistence, and completion.
- Ensure students achieve Institutional Learning Outcomes to promote lifelong learning.

CSN's Improving IPEDS Student Success Aspen Rate
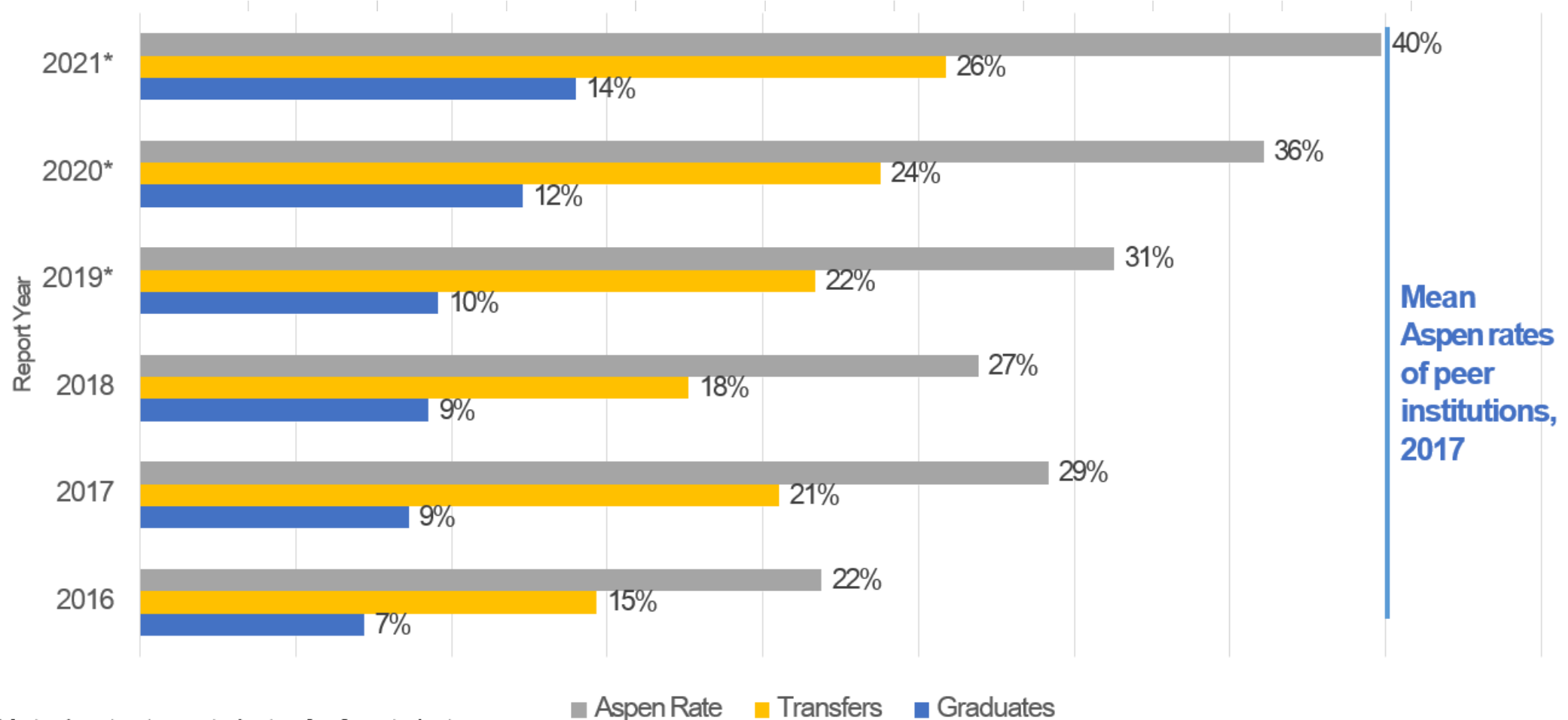
*Actual, not-yet-reported rates for 2-yr students

Engagement

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

www.csn.edu

CSN
COLLEGE OF
SOUTHERN NEVADA

Engagement

Objectives:

- Improve outreach to cultivate community relationships.
- Increase participants engaging in preparation for College.
- Promote CSN shared identity and pride.
- Create a culture in which CSN values diversity, inclusion and respect for others in College service, event and operation.
- Improve service experience to students.

www.csn.edu

CSN
COLLEGE OF
SOUTHERN NEVADA
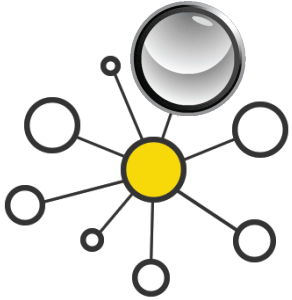
Access: CSN Facts

➢ **Access =** CSN's Fourth Consecutive Year of Growth
  ➢ 50,491 annual unduplicated credit enrollments
  ➢ 14,000 noncredit enrollments
  ➢ 60,000 unique students per year

➢ **Access =** Fall 2019 35,822 Unduplicated Headcount & 19,534 FTE

➢ **Access =** Economic Assistance
  ➢ 55% IPEDS FT/PT cohort are Pell-eligible
  ➢ $72M of financial aid to over 16,000 students in 2018-19

Access: CSN Facts

- Average age of a CSN student is 25

- 327 international students attend CSN

- 62% of the entire student body are minority students, making CSN a minority-serving institution

- 71% of CSN students attend part time

- 46% of students take at least 1 online class

- 61 CSN High School students earned a degree before HS diploma in 2019

- Adult Literacy/GED – 1389 enrollments annually

- ESL – 2340 enrollments annually

www.csn.edu

CSN
COLLEGE OF
SOUTHERN NEVADA

CSN Imperative
Grow and Diversity CCSD – CSN Education Pipeline

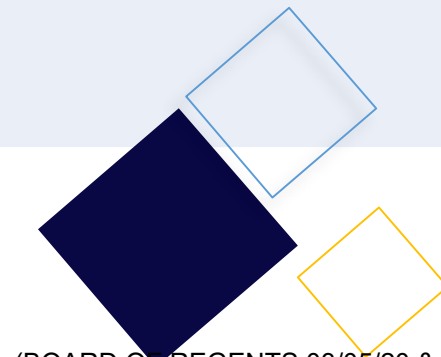| 2017 Clark County (n=2.1M)	CSN 2018-19
18-24 age group sub-population	
183,816	26,304 (14.3%)
25+ age group sub-population	
1,428,870	19,331 (1.4%)
2018 CCSD Graduates	
21,129	4,695 (22.2%, increase of 0.6 percentage points from previous year)

Sources: US Census American Community Survey, 2017; CCSD

www.csn.edu

Performance & 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 2-way communication and collaboration across campuses, and promote institutional innovation, **research** and stewardship to ensure performance excellence and increase the quality and value to CSN stakeholders.*

www.csn.edu

CSN
COLLEGE OF
SOUTHERN NEVADA

Performance & Quality

Objectives:

- Embed continuous improvement and innovation into all aspects of the College.

- Pursue specialized accreditation.

- Recruit, hire and retain diverse, qualified employees.

- Enhance professional development opportunities.

- Improve shared governance and coordination.

- Develop opportunities for faculty and students to engage in undergraduate research.

- Evaluate degree and certificate programs and services.

www.csn.edu

CSN
COLLEGE OF
SOUTHERN NEVADA

Workforce **and** Community

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

Workforce and Community

Objectives:

- Enhance transparency on strategic themes through published institutional data/analytic.

- Improve fiscal responsibility, sustainability and resource allocation to assure mission alignment.

- Diversity institutional revenue streams.

- Reduce energy consumption.

- Ensure alignment with the workforce and economic development ecosystem to meet employment demand and gaps as identified by industry Sectors.

Institutional data/ analytic results

Program review and communication

Resource allocation

Workforce: Grow Second Chance Systems

- Prison Education – Early Release

- Adult Literacy and GED – LEP Populations

- TANF – Welfare Recipients

- Workforce Connections – Job Seekers

- Incumbent Workers – Underemployed

- Non-Credit to Credit Bridges - IBEST

CSN
COLLEGE OF
SOUTHERN NEVADA

www.csn.edu

Strategic Plan
Plan Smart. **Dream Big.**

Questions

College of Southern Nevada

www.csn.edu

CSN
COLLEGE OF
SOUTHERN NEVADA