2019 - 2024 Strategic Plan

Core Theme		Legend: 2018-2019 Baseline Year; Items in grey are not yet initiated						
Student Success								
			2019-20			2020-21		

Goal 1: 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.	Objective Status	Target Indicator	Moving Away (decline)	On Target (Increase)	Target Met	Moving Away (decline)	On Target (Increase)	Target Met
Objective 1.1: Improve graduation and transfer rates year-over-year	On Target	*Indicator 1: Increase total awards to 6095 by 2024 (NSHE Student Success Goal)		On Target		Moving Away		
		*Indicator 2: Achieve Graduation Rate at 17.5% by 2025 (NSHE Student Success Goal)		On Target			On Target	
		Indicator 3: Increase graduation by 2% for minority students (non-white, non-hispanic)		On Target			On Target	
		*Indicator 4: Increase Transfer out and Aspen rates by 2% for minority students (percentage of students who enroll at another institution after enrolling at CSN)		On Target			On Target	
Objective 1.2: Implement and enhance Connection, Entry, Progress and Completion (First Year Experience) model for student services	Moving Away from Target	Indicator 1: Increase student participation in First Year Experience Activities by 5% annually	Moving Away			Moving Away		
		Indicator 2: Recover 12% lost enrollment , achieving enrollment to 35,868 by 2021	Moving Away			Moving Away		
		Indicator 3: Increase the number of new FTIC students each fall	Moving Away			Moving Away		

Objective	Status	Indicator						
Objective 1.3: Increase the percentage of students with a degree plan year-over-year	*Moving Away from Target*	Indicator 1: CSN meets or exceeds Complete College America goals						
		Indicator 2: 75% of Full-time students are on target with academic maps at 15, 30, & 45 credits.						
		Indicator 3: Increase credit momentum percentage of students completing 12 credits each semester	🟥			🟥		
Objective 1.4: Increase the number of students taking a full-time course load in the fall and spring semesters	*Moving Away from Target*	Indicator 1:. 3% (delta) increase annually (year over year) of students completing college-level Math and English in the first year.	🟥				🟧	
		Indicator 2: 5% increase in students who completed 15 credits a term and 30 credits a year	🟥			🟥		

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Core Theme Engagement			2019-20			2020-21		
Goal 2: 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.	**Objective Status**	**Target Indicator**	Moving Away (decline)	On Target (Increase)	Target Met	Moving Away (decline)	On Target (Increase)	Target Met
Objective 2.1 Improve outreach to cultivate community relationships	*On Target*	Indicator 1: Increase the percentage of faculty, staff and students involved in meaningful " college-related" community engagement efforts year over year			Target Met (green)			
		Indicator 2: Increase the number of continuing education programs to address short term non-degree student needs that must up skill to keep current employment or for mobility		On Target (orange)			On Target (orange)	
		Indicator 3: Increase apprenticeship enrollment by 500 headcount annually	Moving Away (red)			Moving Away (red)		
		Indicator 1: Achieve a minimum of 2 new CTE dual enrollment MOA/partnerships annually targeting Title 1 and/or Charter schools.		On Target (orange)			On Target (orange)	

Objective	Status	Indicator						
Objective 2.2 Increase the number of participants engaging in preparation activities for college	**On Target**	Indicator 2: Work with CCSD and dual enrollment programs to increase early college enrollments and jump start to 15,000 by 2025.		🟧			🟧	
		Indicator 3: Achieve 80% minority students participation in the Nevada Promise Summer Bridge program		🟧		🟥		
Objective 2.3 Promote CSN shared identity and pride	**On Target**	Indicator 1: Increase the number of faculty participating in professional development activities by 3% year over year		🟧				🟩
		Indicator 2: Increase employee satisfaction in College of Southern Nevada shared identity and pride by 3% year over year		🟧			🟧	
		Indicator 3: Increase CSN Town Hall, and Council/Committee participation by 10% year over year		🟧			🟧	
Objective 2.4 Create a culture in which CSN values diversity, inclusion and respect for others in every College service,	**On Target**	Indicator 1: Increase college-wide initiatives that promote an inclusive environment year over year	⬜	⬜	⬜	⬜	⬜	⬜

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Core Theme Performance and Quality	Objective Status	Target Indicator	2019-20			2020-21		
			Moving Away (decline)	On Target (Increase)	Target Met	Moving Away (decline)	On Target (Increase)	Target Met
Goal 3: 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								
Objective 3.1 Embed continuous improvement and innovation into all aspects of the College	*On Target*	Indicator 1: Achieve 20% department participation in 4DX entrepreneurial projects		On Target			On Target	
		Indicator 2: Achieve 60% student course evaluation response rate (by academic program) with an average rating of 5.0 or higher on a 6 point scale.		On Target			On Target	
		Indicator 3: Percentage of Executive Council members in Pilot Year (2022-23) completing 360 degree assessment (90-100%)						
		Indicator 4: 100% of full-time employees completing annual performance management process by prescribed deadline						
Objective 3.2 Pursue specialized accreditations	*On Target*	Indicator 1: 100% of programs with specialized accreditation will achieve re-affirmation status after self-study/on-site visits.			Target Met		On Target	

Objective	Status	Indicator					
Objective 3.3 Recruit, hire, and retain diverse qualified employees	*On Target*	Indicator 1: The diversity percentages of full-time faculty and staff match the ethnic diversity of CSN students and the CSN service area (Clark county)		🟧			🟧	
Objective 3.4 Enhance professional development opportunities for employee growth and enrichment	*Moving away from Target*	Indicator 1: Increase the number of faculty curriculum changes resulting from impact of professional development by 2% annually.	⬜	⬜	⬜	⬜	⬜	⬜
		Indicator 2: 85% of full-time employees participate in a minimum of 3 distinct professional development activities as reported in their annual performance evaluation.	🟥			🟥		
Objective 3.5 Improve shared governance and coordination	*On Target*	Indicator 1: Develop CSN culture of shared governance so the majority of employees indicate involvement with shared governance decision-making processes.		🟧			🟧	

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Core Theme Workforce and Community		Legend: 2018-2019 Baseline Year; Items in grey are not yet initiated						
				2019-20			2020-21		
Goal 4: 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.	Objective Status	Target Indicator	Moving Away (decline)	On Target (Increase)	Target Met	Moving Away (decline)	On Target (Increase)	Target Met
Objective: 4.1 Promote transparency of strategic goals through published institutional data and analytic results	On Target	Indicator 1: Decrease in Clery and Violence Against Women incidents compared to the previous year per capita			🟩			🟩
		Indicator 2: Increase accessibility and validity of dashboards.		🟧			🟧	
Objective 4.2 Improve fiscal responsibility, sustainability and resource allocation to assure mission alignment	On Target	Indicator 1: Increase financial reserve as a percent to the State Supported Operating Budget by (1%) year over year on average with the ultimate goal of getting to 10%.		🟧			🟧	
		Indicator 2: Increase resources secured by grants and donations as a percentage of the state supported operating budget by 1% year over year on an average	🟥			🟥		

Objective	Status	Indicator						
		Indicator 3: Increase diversification of institutional revenue streams	(gray)	(gray)	(gray)	(gray)	(gray)	(gray)
		Indicator 4: Reduce energy consumption			(green)			(green)
Objective 4.3 Ensure alignment with the workforce and economic development ecosystem to meet employment demand and skill gaps	**On Target**	Indicator 1: 80% of Graduates meet targets for industry skill competence by achieving program learning outcomes.		(orange)				(green)
		Indicator 2: Increase high demand occupation certificates and degrees		(orange)				(green)
		Indicator 3: Increase enrollment in credit and noncredit programs for identified top in-demand industry sectors	(red)			(red)		