



STRATEGIC FUTURES

PLAN SMART. DREAM BIG.

Themes, Goals, Objectives

Theme: Student Success

Description: *Provide an environment in which students have available services and courses to support their personal, work, and educational endeavors. The College utilizes best practices to inform success practices.*

- **Goal: Provide/connect students with the services they need to be successful.**
 - Objective: Increase access for economically disadvantaged students and non-degree seeking students.
 - Objective: Expand student library/computing hours, academic tutoring, and other academic support services.
 - Objective: Increase student access to and awareness of effective/accurate academic guidance.
 - Objective: Increase student awareness of and access to social support services: psychological, medical, economic, legal, etc.
 - Objective: Develop physical resources that support teaching and learning.
- **Goal: Improve graduation and completion rates.**
 - Objective: Maintain or increase variety of courses and the scheduling of classes across campuses and times.
 - Objective: Align course scheduling and delivery with the guided pathways across campuses and times.
 - Objective: Reduce identified achievement gaps.
 - Objective: Improve screening and preparation of students for online and live classes.
 - Objective: Provide for a first year experience that encompasses orientation, exploration, and College success.

Theme: Community, Connection, Inclusion, and a Sense of Belonging

Description: *CSN provides an inclusive environment that fosters lasting connection, shared investment, pride, and goodwill across the broad range of stakeholders in our community.*

- **Goal: Strengthen business and industry partnerships.**
 - Objective: Increase levels of satisfaction of industry partners.
 - Objective: Develop and expand training programs, internships, practicals, externships for business.
- **Goal: Collaborations, partnerships, and affiliations with professional, civic, and cultural organizations.**
- **Goal: Increase levels of CSN community engagement and satisfaction.**
 - Objective: increase opportunities, mechanisms, for shared identity and pride among all CSN stakeholders.
 - Objective: Increase opportunities for students to make meaningful personal connections and share their College experience together.
- **Goal: Infrastructure investments.**
 - Objective: Invest in infrastructure and amenities that build community and contribute to student success.
 - Objective: Invest in systems, infrastructure, and amenities that contribute to environmental sustainability and responsible stewardship.
- **Goal: Improve outreach to cultivate community relationships and prepare future students for college.**
 - Objective: Improve outreach.
- **Goal: Diversity and Inclusion**
 - Objective: Create a culture in which the value of diversity is promoted, and inclusion and respect for others is underscored in every College service, event and operation.



STRATEGIC FUTURES

PLAN SMART. DREAM BIG.

- Objective: Embed diversity in all policy and planning decisions.
- Objective: Faculty and staff ethnicities are representative of the CSN service area.
- Objective: Student body ethnicities are representative of the CSN service area.
- Objective: Increase cultural competency of the CSN community.
- **Goal: Increase presence and recognition of CSN.**
 - Objective: Clarify and enhance branding and marketing.
 - Objective: Participate in and/or lead community discussions and events.

Theme: Quality

Description: *CSN engages in best practices that lead to the successful realization of our mission, vision, and values.*

- **Goal: Improve service experience in financial aid, registration, and counseling systems.**
- **Goal: Hire and retain quality employees.**
 - Objective: Attract and retain a diverse and talented workforce through the recruitment, selection, and retention of the best possible candidates.
 - Objective: Attain the 60/40 institutional target ratio of full-time to part-time faculty.
 - Objective: Enhance the effectiveness and efficiency of evaluation and performance management systems.
- **Goal: Expand and enhance professional and personal development for faculty, administration, and staff.**
 - Objective: Support the pursuit of external professional development opportunities.
 - Objective: Provide professional training and support that is holistic and empowering.
- **Goal: Technology. All college facilities and systems will utilize appropriate technology to meet the needs of the CSN community.**
 - Objective: Implement user friendly, easily accessible real time tools for conferencing and collaboration.
 - Objective: Improve registration, customer service, and financial aid technologies.
 - Objective: Improve the implementation and support of the LMS.
 - Objective: Improve user satisfaction with the College computing systems.
- **Goal: Improve communication college wide.**
 - Objective: Improve the communication of opportunities, programs, and policies to all stakeholders, and between functional units.

Theme: Institutional Stewardship

Description: *Using current resources ethically, effectively, and sustainably. Every decision considers the environmental, social, and fiscal impact.*

- **Goal: Transparency and accountability in professional conduct and institutional processes.**
- **Goal: Fiscal responsibility, balance, and sustainability.**
 - Objective: Align revenue with all operations in order to best achieve our institutional mission.
 - Objective: Diversify revenue streams.
- **Goal: Institutional flexibility and responsiveness.**
 - Objective: Assess organizational structures of the institution for responsiveness, quality, efficiency, and effectiveness.