

College of Southern Nevada Strategic Plan, 2010-2017

Revised for 2013-2014

Core Theme #1 Access

Definition: Create guided pathways for students via access to quality educational opportunities and services that inspire and encourage goal achievement.

CSN students will be aware of and have access to the student support services and instruction they need to achieve their goals.

- ★ Implement a streamlined and seamless intake process
- ★ Offer classes on days, times and in the format most desired by students, while maximizing classroom utilization
- ★ Ensure awareness of and access to financial aid and scholarship opportunities

Core Theme #2 Student Success

Definition: Shape the CSN culture by making student success a chief value and design principle in every College policy, procedure, plan, and initiative.

CSN will provide an effective pathway to prepare students to succeed in college-level courses.

- ★ Provide effective developmental education to students

CSN services and instruction will effectuate student course and program completion.

- ★ Provide services to support successful completion of courses and/or programs
- ★ Encourage students to complete their degrees/certificates in a timely manner
- ★ Conduct policy review to determine impact on student success

CSN will provide faculty and staff with the training and development they need to identify and provide services that lead to student success.

- ★ Improve the quality of the full-time teaching faculty workforce
- ★ Improve the quality of the part-time teaching faculty workforce
- ★ Improve the quality of the administrative and classified workforce

Core Theme #3 Quality

Definition: Require College employees to continually assess, analyze and improve CSN.

Ensure CSN employees are prepared to and do conduct regular reviews of CSN operations, programs, courses and services.

- ★ Evaluate and improve CSN's programs

Demand evidence-based decisions at all levels of the College that are based on credible information.

- ★ Build a transparent culture of accountability and evidence in all areas of the College

Core Theme #4 Diversity

Definition: Imbed diversity in the creation of every College procedure, plan and initiative.

CSN provides a welcoming and inclusive environment to its diverse community.

- ★ 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

Work to eliminate barriers between underrepresented students and success that create achievement gaps.

- ★ Build a student body reflective of the diversity of CSN's service area (defined by the Board of Regents as Clark, Nye, Lincoln and Esmeralda counties)
- ★ Build a faculty, administration and staff reflective of the diversity of CSN's service area (defined by the Board of Regents as Clark, Nye, Lincoln and Esmeralda counties)

Enhance partnerships with the community and its businesses.

- ★ Expand and enhance programs in the Division of Workforce and Economic Development for customized training, grant-funded education, and community relationships
- ★ Expand and enhance the diversity of local businesses that provide services to the College

This newest revision, completed late summer of 2013, was motivated by the initiatives adopted by CSN (Achieving the Dream and Complete College America), NWCCU's accreditation standards, and the change in funding requirements and performance metrics on course, certificate and degree completions. This new revision brings them all closer together, so that all aspects of CSN can work together on achieving similar goals and best collaborate on helping our students achieve success.

College of Southern Nevada

DEPLOYMENT PLAN: ACTION STEPS, ACCOUNTABILITY and TIMELINES

The following segment of the strategic plan describes how the plan will be implemented. Specifically, the chart lists:

- The strategies for achieving each objective
- The key indicators of success
- Who is responsible for overseeing and reporting on the completion of each objective (Champions)
- The initial timeline for completion, progress report due dates
- The primary assessment sources

The deployment plan lists the themes, goals, and objectives directly from the Strategic Plan's Executive Summary, and fills it out with the strategies, indicators, assessment sources, reporting area and timelines necessary to implement the strategic plan.

Assessment sources for data are salient sources that may be augmented with department or unit information. The assessment sources may also change as the new system-wide administrative computing system becomes operational. Annual updates to the strategic plan may include changes in assessment sources.

The plan is also designed for school, department, and unit plans to complement institutional themes, goals, and objectives. In turn, the plan also complements the master plan for the Nevada System of Higher Education. This planning model, integrated from unit to system levels, defines expectations and outcomes that will lead to annual review and revision of CSN's strategic direction.

Goals/Objectives	Actions	Key Reporter	Achievement Indicators	Data/Resources	Timeline
THEME: ACCESS					
Core Theme Definition: Create guided pathways for students via access to quality educational opportunities and services that inspire and encourage goal achievement.					
Goal 1: CSN students will be aware of and have access to the student support services and instruction they need to achieve their goals.					
A1.1 Implement a streamlined and seamless intake process	Evaluate and flowchart (map) the student intake process for new students to reduce time from admission/application to enrollment	VP Martinez VP Charlton	Reduce time from student admission application submission to enrollment	Student Affairs reports	Annual progress
A1.2 Offer classes on days, times and in the format most desired by students, while maximizing classroom utilization	Organize classroom utilization using PeopleSoft or other program (R25)	Bearce	Determine capacities of all instructional space and show an average of at least 85% classroom utilization across all available days/times	Class schedule reports; IR/ PeopleSoft (PS) reports; and enrollment reports, R25	Annual progress
	Design a schedule that encourages students to enroll at maximum levels and facilitates program completion	Winters	Initiate the development of a strategic enrollment management plan	Student satisfaction data; Community College Student Satisfaction & Engagement (CCSSE), Noel-Levitz, custom surveys	Annual progress
A1.3 Ensure awareness of and access to financial aid and scholarship opportunities	Ensure adequate resources are available to effectively serve students	Student Affairs Honious	Financial aid amount available in funded scholarships and financial aid to CSN students increases each year	Financial Aid reports	Annually
	Increase student scholarship applications	Student Affairs Honious	Number of applications increases each year	Financial Aid reports	Annually
	Increase timely and accurate completion of financial aid application(s)	Student Affairs Honious	Time from application submission to notification decreases each year	Financial Aid reports	Annually
	Increase student utilization of available financial aid	Student Affairs Honious	Scholarship and financial aid funds given to students increases each year	Financial Aid reports	Annually
THEME: STUDENT SUCCESS					
Core Theme Definition: Shape the CSN culture by making student success a chief value and design principle in every College policy, procedure, plan, and initiative.					
Goal 1: CSN will provide an effective pathway to prepare students to succeed in college-level courses.					

Goals/Objectives	Actions	Key Reporter	Achievement Indicators	Data/Resources	Timeline
SS1.1 Provide effective developmental education to students	Expand and enhance advising and support services that encourage student success in developmental education	Latimer	Advising and support services that encourage student success in developmental courses are correlated with increased success by those students who use the services	Departmental and Student Affairs' reports of strategies	Annual progress
	Require student placement tests in English, math and reading prior to 1 st time registration	Gruner	Implement Accuplacer (for English and Reading) placement tests to enable timely evaluation of student ability	Student Affairs reporting of placement tests	
	Enforce mandatory requirement that students enroll and complete developmental courses within their first 30 credits	Latimer	Increase numbers of students who enroll and complete developmental courses within their first 30 credits	Student Affairs tracking of student use and developmental course success	
	Require academic departments to develop strategies to increase student success in developmental courses	McCoy	Those departments offering developmental courses will show an annual increase in measures of student success in those courses	Departmental reports	
Goals/Objectives	Actions	Key Reporter	Achievement Indicators	Data/Resources	Timeline

Goal 2: CSN services and instruction will effectuate student course and program completion.

SS2.1 Provide services to support successful completion of courses and/or programs	Determine student needs via new intake process, to help match with available services	Student Affairs Latimer	Needs assessment is part of the intake process, both academic and non academic	Academic support services reports (tutorial, writing and math resource centers)	2013 with ongoing progress
	Improve efforts to inform students and employees of available services	Student Affairs Latimer	Demonstrate a variety of methods used to inform employees and students of available support services	Student Affairs reports	2013 with ongoing progress
	Increase student utilization of support services	VP Martinez	Document a 2% annual increase in student utilization of support services in areas within Student Affairs (SA)	SA longitudinal tracking reports on utilization of services; reports on strategies to increase utilization; E-Alert reports	2013 with ongoing progress
	Increase math and English gateway course completions (as	McCoy	Course completions are measured in specific courses and increases each	Departmental reports on course completion	

Goals/Objectives	Actions	Key Reporter	Achievement Indicators	Data/Resources	Timeline
	defined by CSN)		year in identified gateway courses		
SS2.2 Encourage students to complete their degrees/certificates in a timely manner	Encourage students to complete their academic goals	McCoy	Students with a minimum of 45 credits are contacted to encourage them to graduate and follow up after spring semester shows many of those who were contacted actually graduated	IR reports on completion, graduation, and persistence; AtD and CCA data	Annual progress
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			Increase the six-year graduation and transfer rate by one percentage point per year; increase the IPEDS graduation and the IPEDS transfer rate by one percentage point per year	IR reports on six-year graduation and transfer rates; IPEDS data	Annual progress
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			Every department and school will have a plan to track current majors, and increase the number of declared majors who graduate, as measured by who: <ul style="list-style-type: none"> •completes degrees three years from declaration of major •completes certificates two years from declaration of major •completes degrees before transferring to four-year institutions 	Departmental and school plans from the Deans	Annual progress
SS2.3 Conduct policy review to determine impact on student success	Use AtD policy and procedure matrix	VP Charlton	Policy review	Policy Review matrix	Annually
Goals/Objectives	Actions	Key Reporter	Achievement Indicators	Data/Resources	Timeline
Goal 3: CSN will provide faculty and staff with the training and development they need to identify and provide services that lead to student success.					
SS3.1 Improve the quality of the full-time teaching faculty workforce	Provide and encourage faculty professional development opportunities that encourage quality teaching and student success	Winters	Provide funding for professional development opportunities for faculty such as conference attendance and presentations, along with CAPE workshops	Departmental reports of professional development by its faculty	Annually
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	Maintain and support a faculty/classroom evaluation process that encourages quality	Weiner	Departments will achieve a minimum of 95% satisfactory or better on supervisor evaluations of faculty	Faculty evaluation policy and procedures; annual report by Academic Affairs	Annually

Goals/Objectives	Actions	Key Reporter	Achievement Indicators	Data/Resources	Timeline
	teaching			on evaluation policy	
SS3.2 Improve the quality of the part-time teaching faculty workforce	Provide and encourage professional development that encourages quality teaching in part-time faculty toward student success	McCoy	Provide a part-time conference each year to support professional development and address needs of part-time instructors, with agenda based on identified needs and issues	CAPE assessment reports and annual report	Annually
	Improve communication with part-time faculty to enhance their feeling of commitment to the College	Winters	Communication to and from part-time faculty will be adequate and effective, as measured by Department Chair feedback	Department Chairs will report the level and efficacy of communication with part-time employees	Annual reports
SS3.3 Improve the quality of the administrative and classified workforce	Require development activities that improve job efficiency and effectiveness leading to student success	McGee	Development activities are provided to all classified and administrative faculty and encouraged in evaluation process	CAPE assessment reports, Classified Council and Administrative Assembly reports	Annually

THEME: QUALITY

Core Theme Definition: Require College employees to continually assess, analyze and improve CSN.

Goals/Objectives	Actions	Key Reporter	Achievement Indicators	Data/Resources	Timeline
Goal 1: Ensure CSN employees are prepared to and do conduct regular reviews of CSN operations, programs, courses and services.					
Q1.1 Evaluate and improve CSN's programs	Obtain external program accreditation where possible, increasing from 50 to 52 programs having achieved external programmatic accreditation	Winters	Accreditation reports show the number of programs that have external accreditation have increased	Division and Program specialized accreditation reports showing programs that have achieved specific accreditation	Annually
	Publish and utilize annual outcomes assessment data	Ewing	All assessment reports, plans and program reviews are published annually on CSN website	Assessment tracking matrix; annual assessment reports indicating use and impact of assessment results	Annual reports
	Conduct trainings to prepare employees to conduct meaningful assessment in operations, programs, courses and services	Ewing	All College operations are provided annual training in order to utilize assessments of all areas	Divisional/area reports documenting training opportunities and participation area	Annual reports

Goals/Objectives	Actions	Key Reporter	Achievement Indicators	Data/Resources	Timeline
Goal 2: Demand evidence-based decisions at all levels of the College that are based on credible information.					
Q2.1 Build a transparent culture of accountability and evidence in all areas of the College	Implement a comprehensive data management and reporting system to support data-informed decisions	Yavitz	Institutional data incorporates Complete College America (CCA) and NSHE performance metrics, analyses of Achieving the Dream interventions, low yield programs, and other institutional priorities	Reports from: IR, NSHE, data reports, programmatic assessment plans and reports, Assessment tracking matrix, assessment plan compliance, and Program Reviews	2013 with annual progress
	Ensure data is reported and published regularly	Yavitz	IR data is easily available and posted to CSN web pages	IR reports on website	
	Educate the College community about where and how to request data	Bearce	IR data and assessment reports are updated on CSN's website annually, and CSN notifies employees when reports are updated/posted on IR site and how to request/find data	IR reports on website updates and employee notifications	

Goals/Objectives	Actions	Key Reporter	Achievement Indicators	Data/Resources	Timeline
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THEME: DIVERSITY

Core Theme Definition: Imbed diversity in the creation of every College procedure, plan and initiative.

Goal 1: CSN provides a welcoming and inclusive environment to its diverse community.

D1.1 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	Plan and implement effective diversity events	Marinch	Objectives are achieved for each diversity-oriented event	Office of Diversity reports on activities, offerings and participation	2013 with ongoing progress
	Plan and implement professional development opportunities related to diversity for CSN employees	CAPE, Carson	Diversity-related development activities are provided every semester at all main campuses	CAPE reports on professional development workshops and trainings	
	Provide a working atmosphere where employees treat each other with courtesy and respect	Basquiat, C.	The annual campus climate survey shows at least 75% of CSN employees believe that they are treated with courtesy and respect	Campus climate and custom surveys	

Goal 2: Work to eliminate barriers between underrepresented students and success that create achievement gaps.

D2.1 Build a student body	Improve the student recruitment,	Latimer	Have a student demographic reflective	Longitudinal IR Reports;	2013 with
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Goals/Objectives	Actions	Key Reporter	Achievement Indicators	Data/Resources	Timeline
reflective of the diversity of CSN's service area (defined by the Board of Regents as Clark, Nye, Lincoln and Esmeralda counties)	retention, matriculation, and persistence activities to achieve a student body reflective of the ethnic diversity of CSN's service area		of service area	enrollment, and persistence organized by ethnic diversity, Affirmative Action audit reports	ongoing progress
D2.2 Build a faculty, administration, and staff reflective of the diversity of CSN's service area (defined by the Board of Regents as Clark, Nye, Lincoln and Esmeralda counties)	Annually review the ethnic distribution of CSN faculty, administration and staff, and the ethnic distribution of CSN's service area - do comparison	Scarborough	Make progress toward Affirmative Action goals, showing a close similarity of ethnicity of service are to College faculty, administration and staff	Affirmative Action audit reports; IR and Human Resources ethnic diversity demographic reports	2013 with ongoing progress
	Support current hiring practices that encourage the development of a faculty, administration and staff who reflect the ethnic diversity of CSN's service area	Scarborough	Hiring policies and practices demonstrate a commitment to hiring diverse employees	Hiring policies; Hiring Committee Training materials; Institutional reports of strategies	
	Annually review the affirmative action plan and determine any changes indicated by the review	Scarborough	Affirmative Action Plan is reviewed annually, and identified needed changes are implemented	Affirmative Action reports	
Goals/Objectives	Actions	Key Reporter	Achievement Indicators	Data/Resources	Timeline
Goal 3: Enhance partnerships with the community and its businesses.					
D3.1 Expand and enhance programs in the Division of Workforce and Economic Development for customized training, grant-funded education, and community relationships	Collaborate effectively with local entities to increase partnerships with local business and industry	Gouker	Collaborations with local Chambers of Commerce, development authorities, and others concerned and involved with workforce development will increase over previous years; and the number of WED programs and clients (students) served will show an annual increase	Division reports documenting partnerships, collaborations and students served in all programs	Annual reports
	Program offerings are responsive to the needs of local business and industry	Gouker	Local business and industry groups will state that CSN programs are responsive to their needs and show a 75% level of satisfaction	DWED reports on custom surveys documenting needs of clients and satisfaction in meeting those needs	
	Increase grant-based funding for DWED programs	Gouker	Grant-based funding will increase annually	DWED longitudinal report of grant funds secured	

Goals/Objectives	Actions	Key Reporter	Achievement Indicators	Data/Resources	Timeline
D3.2 Expand and enhance the diversity of local businesses that provide services to the College	Implement a supply-chain inclusion plan that encourages women and minority-owned local businesses to become certified vendors of the College and/or to participate in College RFPs.	Mosqueda	Demonstrate a 2% increase in participation of women and minority-owned local businesses to become certified vendors of the College	Business Operations reports on vendors and RFP applications	

Approved by President Richards 8/23/13

Revised August 2013