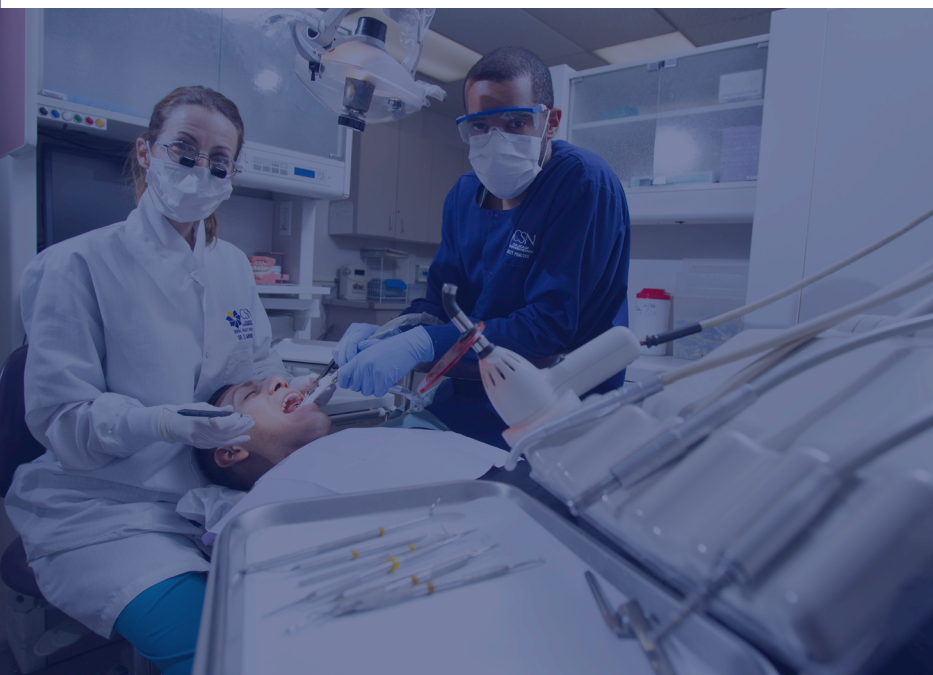




CSN

COLLEGE OF  
SOUTHERN NEVADA

# STRATEGIC PLAN 2017-2024



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# Message from the President

Since 1971, the mission of the College of Southern Nevada (CSN) has been clear: create opportunities and change lives through accessible and affordable education. This plan continues that tradition, highlighting challenges as well as college-wide opportunities to provide tomorrow's leaders with the skills, knowledge, and abilities they need.

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:

- **Student Success:**
  - Completion**, driven by state and national initiatives;
  - Engagement**, which demands fresh eyes and innovation for today's learners;
- **Community, Connection, Inclusion and a Sense of Belonging**, essential to welcoming students and meeting the demands of the local economy;
- **Quality**, recognizing CSN's public responsibility that encompasses feedback mechanisms that measure accomplishment; and
- **Institutional stewardship**, ensuring CSN is accountable while meeting the needs of the region.

Our strategic planning process has been co-chaired by Professor Dr. Joshua Levin and Vice President Patricia Charlton and has been inclusive of a 25-member volunteer complement of the CSN faculty, staff, and students. This broad group of stakeholders has provided wide-ranging expertise to inform these efforts. As a result of their hard work, CSN's strategic focus, which affects every aspect of the College, its departments and functions, will make great strides on behalf of students. CSN now has a clear path forward, and it is an exciting one!

Margo L. Martin, Ed.D.  
Acting President, College of Southern Nevada



## Message from the Strategic Planning Co-Chairs

The 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 in our work 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: looking towards 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 that 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 addressed immediately. Communication solutions and additional relevant priorities including technology and professional development are incorporated into the 2017-2024 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 e-mail will make great strides towards improving 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, severe, and solutions are necessary in order to support the CSN mission, vision, and values.

CSN is an essential community investment. Success in Southern Nevada is literally 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 our work, this document, is a reflection of the insights and aspirations of the College and the wider community. We believe that it outlines a path towards 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

Vice President/Provost Patty Charlton





## 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 sub-committees:

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

The task force utilized all of 2016 to collect and analyze data and to engage in thoughtful debate about the future of the college and the path forward. We required experts from different areas of the college to take risks, think boldly, and develop strategies that the College could implement 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: Strategic Futures Task Force

The work 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. The collection of data was extensive:

- **Mission / Vision / 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.

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## Mission

The College of Southern Nevada creates opportunities and enriches lives with inclusive learning and working environments that support diversity and student success. The College fosters economic development, civic engagement, and cultural and scientific literacy while helping students achieve their educational, professional, and personal goals.

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# Vision

The College of Southern Nevada is recognized as a leader among community colleges in fostering student success. CSN is committed to

- **Exceptional Learning Environments**, which integrate career and liberal arts education to shape well-rounded, engaged citizens, employees, and community leaders.
- **Developing Solution-oriented Strategies** to help students overcome barriers to educational access and success.
- **A Culture of Accountability** in which we balance data-informed decision making with flexibility and responsiveness to stakeholders, individuals, and events.
- **A Collegial Work Environment** that makes CSN the “employer of choice” for an exceptional workforce that is engaged in and accountable for the quality of CSN’s learning environment and benefits from excellent support, growth opportunities and competitive total compensation packages.
- **Quality Community Partnerships** that provide resources and educational opportunities to develop a skilled workforce.
- **Cultural and Academic Initiatives** that promote the advancement and appreciation of the arts, sciences, and humanities, contributing to the richness of our multicultural community.
- **Environmental stewardship** and public awareness of risks and opportunities for sustainability.
- **Resource Development, Operational Efficiencies, and State-of-the-art Technology** that support an innovative and exemplary learning and working environment.

# Values

- **Lifelong Learning:** CSN values a broad-based education because a diverse foundation of knowledge empowers creative thinking, problem solving, and innovation.
- **Excellence:** CSN understands that achieving and surpassing our goals requires care, commitment, and quality, in teaching, learning, scholarship, service, and administration.
- **Integrity:** CSN places fairness, honesty, transparency, and trust at the center of all policies and operations.
- **Inclusion:** CSN embraces diversity because it heals social division and injustice and promotes creativity, growth, and critical thinking through the integration of many different perspectives.
- **Academic Freedom:** CSN values freedom of thought and speech because open minds and uninhibited discussion are fundamental to teaching, learning, and responsible civic engagement.
- **Connectedness:** CSN builds a collective identity through shared governance, effective communication, and collaboration among students, faculty, staff, and community members.



# Core Themes

**Student Success:** 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

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

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

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

## Institutional Outcomes

College of Southern Nevada students, through courses, programs, and holistic student engagement are expected to achieve the following Institutional Outcomes through their experiences with 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.

## College-wide Initiatives & Priorities

Critical foundational initiatives and priorities were identified through the process for development of the 2017-2024 Strategic Plan. These areas were either 1) noted by the Strategic Futures Task Force as comprehensive challenges to meeting the transformation opportunity for CSN and fundamental to operations; 2) an initiative identified by the Board of Regents of the Nevada System of Higher Education outside of the Strategic Futures Task Force, but fundamental to the operation and structure of CSN; or 3) systematic opportunities for continuous improvement and assessment of student learning. These items are included below and require careful attention. They will be developed and communicated to the CSN College community and shared in the ongoing review process of the Strategic Plan.

### **I. Manageability Study (Multicampus District) Initiative;**

CSN migration from a multicampus, unitary management model to a multicampus district model with central services, semi-autonomous campuses, and appropriate administration has been proposed and approved by the Board of Regents of the Nevada System of Higher Education (NSHE). Implementation will be achieved through a phased approach. Phase one is anticipated to include the following:

- Communication with internal and external constituent groups;
- Assessment and deployment of a standard student experience at the three main campuses;
- Establishment of councils and committees for coordination activity;
- Development of a long-term space solution for Henderson Campus and associated service areas;
- Development of position requirements and job descriptions for campus administrators;

- Designation of Centers of Excellence for targeted promotion on each campus and site;
- Development of a plan for academic and student services expansion to meet deployment of services and curriculum to enable guided pathway delivery.

## **2. Collective Bargaining:**

CSN is currently in the process of working with the Nevada Faculty Alliance (NFA) on behalf of all full-time academic faculty, including counselors and librarians, on development of a Collective Bargaining agreement.

## **3. Integrated Planning Policy Development and Identification of Institutional Planning Documents and Annual Reporting:**

CSN has lacked a comprehensive planning process that integrates planning across the institution. The Society of College and University Planning defines integrating planning as “a sustainable approach that builds relationships, aligns the organization, and emphasizes preparedness for change.” Through alignment of organizational planning elements across the institution, a commitment to fulfilling the institutional mission, vision, and values can be accomplished. To accomplish this effort, the College will develop a comprehensive systematic college-wide planning that integrates all institutional planning under the auspice of the CSN Strategic Plan. This policy includes the establishment of the CSN Planning Council with the charge to incorporate the review of proposed plans and associated updates, annual review of plan progress, and dissemination of plans across CSN.

## **4. Internal and External Communication:**

College-wide communication between and among departments is important to fulfilling the mission of the organization. To achieve a higher level of connectivity between and among departments, the College will prioritize:

- Revisiting the organizational structures and systems that support interdepartmental communication;
- Creating feedback loops among College Administration, Department Leaders, Faculty, Staff, and Students while prioritizing a model of Shared Governance;
- Reviewing communication to external constituents and developing strategies and processes for consistent, timely, and effective messaging to the community;
- Developing councils and committees to address college communication and collaboration in the multicampus district model.

Effective communication is a critical skill for individuals and groups, and it is a chronic challenge in large organizations like CSN. While new mechanisms for communication are researched and tested, the following principles should apply.

- Dignity: Every member of the CSN community, at every location, is valued.
- Respect: Every member of the CSN community is worthy of respect.
- Information: CSN provides people the information needed to do their jobs well.
- Caring: CSN people care about others and are devoted to common objectives on behalf of students.
- Community: Institutional and personal success are complementary goals common throughout CSN.

## **5. Technology Improvements:**

Technology is a fundamental support structure for the success of the College. To achieve a higher level of connectivity to systems and data, the College will prioritize implementation of the following tools:

- Implementing enterprise-wide Human Resources and Financial Management Software;
- An enterprise-wide Constituent Relationship Management (CRM) system;
- Comprehensive data analytics software to ensure department managers and leaders have access to real-time data;
- Technology to meet college requirements, including classroom technology and systems that support students, faculty and staff;
- Appropriate technology to enable collaboration and engagement across campuses and community (video capability, collaboration tools, and associated tools).

#### 6. Professional Development for faculty and staff:

Ensuring that faculty and staff have access to internal and external professional development opportunities is a priority. Internal professional development will be achieved through the Center for Academic and Professional Excellence (CAPE). This service works in consultation with faculty and staff to provide for delivery of programming that contributes to greater success and satisfaction in their jobs. External professional development for faculty and staff will be addressed through the vice presidents for their respective divisions.

## Initiatives and Priorities Stewardship

Initiative/Priority	Responsible Party
Manageability, Multi-Campus District	President
Collective Bargaining	President/Executive Team/NFA
Integrated Planning	President/Executive Team/College wide
Communication	Internal - President/Executive Team External - President/Executive Team, Public & College Relations, Marketing
Technology	Customer Relationship Management - VP Student Affairs Data Analytics - Institutional Research WorkDay - VP Finance

## Core Themes | Goals | Metrics

The Strategic Plan is guided by the Mission Statement, Vision Statements, and Value Proposition cited earlier. In turn, these elements guide Core Themes that function as principles to planning smart and dreaming big. The entire CSN community takes full responsibility for creating a working and learning environment where faculty, staff, and students can thrive. CSN's salient aspiration is a college environment in which 1) students experience success, build meaningful connections, develop a passion for learning, and develop knowledge and skills that enrich their lives and careers for their lifetimes; and 2) faculty and staff find professional satisfaction in their teaching and service.



# CORE THEME: STUDENT SUCCESS

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.

## COMPLETION & ENGAGEMENT

Nevada has an urgent need to substantially increase educational attainment, and the state and nation have adopted priorities to increase the number of community college graduates.

Community college students come from a wide range of academic readiness and diverse perspectives. These include low income, first generation, nontraditional, single parents, socioeconomic challenges, and students with disabilities.

CSN's commitment to access and affordability launches students on a pathway for completion, including transfer to a four-year institution. The context and goals in this area of student success place CSN on track to meet completion goals. Guided pathways have been developed at CSN. The scheduling and delivery of courses across campuses and times will enable graduation, completion, and student success.

The context, goals, and strategies for this core theme begin with closing the achievement gap of identified students. This is followed by academic support services, advising and guidance, and physical resources to supporting teaching and learning leading to improved student success and completion.



## CONTEXT

- ▶ Continuing work 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;
- ▶ Improving screening and preparation of students for courses (online and in-person) to effectively support student learning;
- ▶ Providing intentional support interventions for students to retain them and help them complete a certificate or degree program;
- ▶ Developing more communication avenues for students and implementing technology to guide student completions;
- ▶ Identifying and supporting opportunities and experiences in the area of undergraduate research for faculty/students;
- ▶ Receiving and valuing feedback from students through surveys and focus groups to guide CSN's responsiveness to student needs;
- ▶ Instituting mandatory actions for new students such as orientation, First-year Experience, and advising, to provide a base for a standard student experience;
- ▶ Engaging advisors and counselors in retooling structures for improved services to students to invigorate the student experience;
- ▶ Creating assessments, measures, and interventions that guide CSN in having a better understanding of delivery and services that students require to facilitate readiness and success.

# CORE THEME: STUDENT SUCCESS

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.

## GOALS

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- ▶ Improve graduation and transfer rates year over year.
- ▶ Implement 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.
- ▶ Increase the percentage of students with a degree plan year over year.
- ▶ Increase the number of students taking a full-time course load in the fall and spring semesters.
- ▶ Increase the number of students who utilize the support services that result in student retention, persistence, and completion.

## METRICS

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- Certificates and degrees awarded
- IPEDS graduation and transfer data
- Retention rates
- Completion rates in gateway math and English courses
- Course completion rates
- Change in the percent of students (cohort of economically disadvantaged and non-degree seeking) who complete their first semester
- Change in the number of students who participate in a First-Year Experience program
- Online readiness assessment data
- CCSSE data
- Degree plans on file



# CORE THEME: COMMUNITY, CONNECTION, INCLUSION & A SENSE OF BELONGING

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

Southern Nevada requires a skilled workforce to sustain its competitive economic vitality. The workforce is drawn from a vibrant and diverse social and ethnic community.

The College must increase its capability, capacity, and footprint to provide quality education, training, and services that will include all citizens. Attainment gaps must close; these disparities in achievement require intentional focus so that credentials of all types as well as transfer degrees can be earned regardless of a student's age, gender, race, or economic status.



## CONTEXT

- ▶ Implementing a comprehensive CSN “workforce vision,” one that encompasses all aspects of the College’s mission, community commitment, and business and industry collaborations.
- ▶ Enhancing business, industry, district, trades agencies and other partners essential to CSN’s performance and mission achievement;
- ▶ Engaging with municipalities as well as professional, civic, and cultural organizations to increase collaboration, engagement, and satisfaction with CSN;
- ▶ Presenting CSN to internal and external constituent groups through regular reports, public forums, media, marketing, announcements, and venues that allow public accountability;
- ▶ Deepening the diversity and cultural awareness that enriches CSN;
- ▶ Sustaining multiple and consistent connections to the larger CSN community.

## GOALS

- ▶ Improve outreach to cultivate community relationships.
- ▶ Increase the number of participants engaging in preparation activities for college.
- ▶ Promote CSN shared identity and pride.
- ▶ Ensure alignment with the workforce and economic development ecosystem to meet employment demand and gaps as identified by Industry Sectors.
- ▶ Create a culture in which CSN values diversity, inclusion, and respect for others in every College service, event, and operation.

## METRICS

- Interest/participation in identified cohorts (e.g., dual enrollment K-12; adult learners, and transfer students)
- Employee survey results
- Rosters of faculty, staff, and students involved in meaningful community engagement efforts
- Participation in programs offering industry-recognized credentials
- Enrollment in credit and noncredit programs for identified top in-demand industry sectors
- Number of students participating in internships and apprenticeships
- Nevada Promise enrollments
- Alignment of Academic Master Plan with State of Nevada high-demand occupational groups
- New and inactivated curriculum



# CORE THEME: QUALITY

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

Public education in general and specifically community colleges have seen calls for greater relevance, value, and performance. CSN must aim high to accomplish its mission with quality inside the classroom and in the community. Academic quality, validated through regional and specialized accreditations, ability for students and faculty to participate in meaningful undergraduate research opportunities, and the utilization of processes that support continuous improvement are and must remain hallmarks of the College.



## CONTEXT

- ▶ Nurturing partnerships and expanding opportunities for collaboration;
- ▶ Involving faculty and staff in reliable opportunities for professional development;
- ▶ Restructuring, improving and formalizing 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;
- ▶ Continuing to earn commendations for shared governance with policy revisions and work climate improvement as well as faculty participation in decision-making.

## GOALS

- ▶ Improve service experience to students.
- ▶ Embed continuous improvement into all aspects of the College.
- ▶ Pursue specialized accreditations.
- ▶ Recruit, hire, and retain diverse qualified employees.
- ▶ Enhance professional development opportunities for employee growth and enrichment.
- ▶ Improve shared governance and coordination.
- ▶ Develop opportunities for faculty and students to engage in undergraduate research.

## METRICS

- Specialized accreditations
- Employee survey results
- Student satisfaction surveys
- Employee completions of Service Excellence training
- Faculty and student participation in research activities
- Employee participation in training/professional development including mentorship programs for new employees
- Employee hiring data

# CORE THEME: INSTITUTIONAL STEWARDSHIP

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

As a public organization, CSN must hold itself accountable, be transparent when communicating outcomes, and demonstrate responsible stewardship of resources. Achievements and challenges must be openly reported, and communication, both internally and externally must be effective.



## CONTEXT

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- ▶ Complying fully with all applicable local, state and federal laws, including Title IX, Board policies, and institutional policies and procedures;
- ▶ Involving faculty leadership in decision-making related to academics and student success initiatives;
- ▶ Continuing open processes of budget allocation, program review, auditing, and fiscal responsibility;
- ▶ Creating and reporting performance metrics.

## GOALS

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- ▶ Enhance transparency on strategic themes through published institutional data/analytic results.
- ▶ Improve fiscal responsibility, sustainability, and resource allocation to assure mission alignment.
- ▶ Diversify institutional revenue streams.
- ▶ Reduce energy consumption.
- ▶ Conduct required assessment and evaluation of degree and certificate programs and services.

## METRICS

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- Institutional reserve
- Resources secured through external sources including grants and contracts and donations
- Opportunities for stakeholder transparency and input, through engagement such as Town Hall meetings, councils, and committee participation
- Kilowatt hours per square foot utilized
- Assessment plans for all degrees and certificate programs
- Increase Weighted Student Credit Hour (WSCH) achieved through course completion

# APPENDIX A: STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS ANALYSIS

The Strategic Futures Task Force solicited opinions from a variety of College stakeholders in an effort to better understand the College's internal strengths and weaknesses and external opportunities and threats. The Task Force assigned a committee to visit with faculty, staff, and student groups, in addition to classrooms on each of the campuses. Questions were asked of each group to individually identify what they perceived to be the College's strengths, weaknesses, opportunities, and threats. The summary of those discussions, represented below, provided context and framed the direction of the planning process.

## STRENGTHS

### **Classes**

- Small class size
- Instructors - helpful, friendly
- Canvas
- Many options for class

### **Resources/Services**

- Writing and Tutoring
- Technology - Canvas, labs

### **Employees - Faculty**

- Helpful, experienced, caring
- Diverse

### **Diversity and Inclusion**

### **Advising and Counseling**

- Good, quality faculty

### **Tuition and Fees (Price)**

### **Location, Campuses, Facilities**

## OPPORTUNITIES

### **Programs (Academics)**

- Offer more 4-Year degrees
- Offer more internships

### **External partnerships**

- Academics and Workforce
- CCSD K-12

### **Funding Formula**

- Change Formula

### **Marketing, brand, reputation**

### **Tuition and Fees (Price)**

- Increase financial aid and scholarships
- Increase assistance for students in need

### **Student Services**

- Job placement assistance
- Customer service

### **Growth**

- Growing economy
- Community growth

### **Student Life**

- Student Union
- Student Organizations

## WEAKNESSES

### **Location, Campuses, Facilities**

- Facilities need updating to meet student needs

### **Scheduling**

- Need more sections of classes at campuses

### **Advising/Counseling**

### **Employees**

- Faculty
- Leadership and management

### **Funding**

### **Technology**

### **Culture & Communication**

- Silos

### **Student Services**

### **Customer Service**

- Giving out poor/misleading information
- Poor communication between departments

## THREATS

### **Competition**

- NSHE Institutions
- Other Institutions

### **Funding Formula**

- Budget

### **NSHE and Board of Regents**

### **Environmental change**

### **Marketing, brand, reputation**

### **Employee**

- Leadership





## APPENDIX B:

### ACKNOWLEDGMENT OF TASK FORCE MEMBERS

The College of Southern Nevada would like to express sincere appreciation for the time, effort, and energy of the following individuals who created the vision and path for the next seven years of the college.

#### **Strategic Futures Task Force**

Patty Charlton, Sr. Vice President, Co-Chair  
Dr. Joshua Levin, Professor, Co-Chair  
Dr. Jill Acree, Professor  
Dr. Sondra Cosgrove, Professor  
Clarissa Cota, Professor and Department Chair  
Dr. Darin Dockstader, Professor  
Venus Glass, Adjunct Faculty  
Dr. Marcus Johnson, Dean  
Ayesha Kidd, Associate Vice President  
Paul Minto, Director  
Mike Mizner, Office of Technology Services  
Rolando Mosqueda, Associate Vice President

Dr. Thillaisthan Ragunath, Professor  
Lawrence Rodis, Instructor  
Caitlin Saladino, Adjunct Faculty  
Mary Sasso, Director  
Jack Sawyer, Librarian  
Nicholas Sheppard-Miller, Coordinator  
Zachary Stanczak, Student  
Lester Tanaka, Interim Dean  
Diane Welch, Assistant General Counsel  
Cheryl Wilkes, Advisor  
Carla Wright, Instructor  
Sarah Renkes, Administrative Assistant



## APPENDIX C:

### CSN CORE THEME WORK GROUPS

#### Student Success – Stephanie Hill

Ed Batayeh  
Yvonne Jackson  
Shellie Keller  
Sharnee Walker  
Robyn Rohde  
Leticia Wells  
Mary Sasso

#### Student Success – James McCoy

Charles Gary  
Nicolas Goodsell  
Rick Marks  
Shellie Keller  
Laura Latimer  
Terry Norris  
Charlene Gibson  
Joshua Martin  
Robyn Rhode  
Ed Batayeh

#### Community – Marcus Johnson

Melissa Schroeder  
Hyla Winters  
Guy Amato  
Bradford Glover  
Margaret Taylor  
Michael Spangler  
Ricardo Villalobos  
Nick Sheppard-Miller  
John Adlish

#### Community – Patty Charlton

Dave Morgan  
Guy Amato  
KC Brekken  
Michael Flores  
Mary Kaye Bailey

#### Infrastructure – Sherri Payne

Paul Minto  
Will Lewis

#### Outreach – Kimiko Walton

Levia Hayes  
Clarissa Cota  
Dexter Irvin  
Patrick Villa

#### Diversity – Maria Marinch

Ayesha Kidd  
Jason Parker  
Eric Gilliland  
Michelle Hooper

#### Quality – Laura Latimer

James McCoy  
Charles Gary  
Nicholas Goodsell  
Rick Marks  
Shellie Keller  
Terry Norris  
Charlene Gibson  
Joshua Martin  
Robyn Rhode  
Ed Batayeh  
John Bearce  
Jacob Bakke

#### Quality Human Resources – John Scarborough

Ayesha Kidd  
Eric Gilliland  
Jason Parker

#### Technology

Mugunth Vaithyalingam  
Cheryl Feldmeier  
Sherri Payne  
KC Brekken  
Constance Newton  
John Bearce

#### Institutional Stewardship – Mary Kaye Bailey

Patty Charlton  
Hyla Winters