

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 help new generations of students and tomorrow's leaders with the skills, transfer education, general education, and workforce training they seek.

Through the work of many faculty and staff, 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, dedicated faculty, staff, and administrators, are committed to fulfilling the array of needs in the communities CSN so proudly serves. Broad themes underway at CSN include:

- 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 through the Strategic Futures Task Force (SFTF), co-chaired by Professor Dr. Joshua Levin and Senior Vice President Patricia Charlton and inclusive of a 25-member volunteer complement of the CSN faculty, staff, and students, has provided wide ranging expertise to inform these planning 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's an exciting one!

Michael D. Richards, Ph.D.
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, which we stayed steadfast and committed throughout, included:

- 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, all impact student success and satisfaction. The redesign and implementation of a standard student experience that includes mandatory orientation and centralized email will make great strides towards improving the student experience.

A review of CSN's brand strategy, increasing our impact on the student pipeline, which includes K-12 and non-traditional students, as well as closer engagement with the communities and workforce collaboration, is important. We must also explore ways to ensure that students are prepared for the rigor and challenges of higher education. College readiness, understanding financial and other college barriers, and acknowledging student support service requirements in advance, can all be improved. Expanded technology functionality (Customer Relationship Management (CRM)) 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.

We are deeply grateful for the volunteers and staff that 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

Senior Vice President Patty Charlton

Strategic Planning Process – Strategic Futures Task Force

The task force was created through recruitment for volunteers. All faculty and staff 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, and using their experience with the College in order 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 bold, 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.

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
 - Reported 16 listening sessions conducted in various busy intersections on all three campuses. 144 surveys completed.
- SWOT
 - Reported 19 sessions in various work groups and in classes.
- External Stakeholders
 - Reported four sessions with outside groups and one session with invited guests and elected officials
 - College Wide Survey – reported 1725 responses.
- Environmental Scan
 - 13 colleges were interviewed

Mission – Vision – Values

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.

Vision Statement

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 supports an innovative and exemplary learning and working environment.

Values Statement

CSN Values the following:

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.

College-wide Initiatives and 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; or 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. 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.

1. Manageability Study (Multi-campus District) Initiative:

CSN migration from a multi-campus, unitary management model, to a multi-campus 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:

- 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 long term space solution for Henderson Campus;
- 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 plan for academic and student service 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 “is 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 policy process that integrates all institutional planning under the auspice of the CSN Strategic Plan. This policy includes the establishment of the CSN Planning Council, with appropriate charge that will 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. In order 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 between College Administration, Department Leaders, Faculty, Staff, and Students, while prioritizing a model of Shared Governance;
- Review communication to external constituents and develop strategies and processes for consistent, timely, and effective messaging to the community;
- Develop councils and committees to address college communication and collaboration in the multi-campus 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 whatever location, is valued
- Respect: Every member of the CSN community is worthy of respect
- Information: CSN must aspire to provide 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

Founded on these principles, all CSN employees are obligated to improve communication.

5. Technology Improvements:

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

- Implementing enterprise-wide Human Resources and Financial Management Software;
- Implementing an enterprise-wide Constituent Resource Management system (CRM);
- Implementing comprehensive data analytics software to ensure department managers and leaders have access to real-time data;
- Completion of CSN web site and associated elements (intranet/portal) along with processes for continuous improvement and relevancy of information contained within systems;
- Right size technology to meet the college requirements including classroom technology, and systems that support students, faculty and staff; and
- Adoption of 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 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 division.

Initiatives and Priorities Stewardship

Priority Initiative	Responsible Party
Manageability/Multi-Campus District	President
Collective Bargaining	President/Executive Team/NFA
Integrated Planning	President/Executive Team
Communication	Internal – President/Executive Team External/Branding – President, Executive Team, Public and College Relations, Marketing
Technology	Customer Relationship Management – VP Student Affairs Data Analytics – SVP Strategic Initiatives & Administrative Services WorkDay – VP Finance
Professional Development	Internal – Human Resources/CAPE External – President/Executive Team

Themes - Goals - Metrics

The Strategic Plan is guided by the Mission Statement, Vision Statements, and Value Proposition cited above. 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 are successful; 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.

Strategic 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.*

Part 1: Completion

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.

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 of courses, and delivery across campuses and times will enable graduation, completion, and student success.

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;
- Improve screening and preparation of students for courses (online and live);
- Intentional supporting 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.

Goals

- Consistently improve graduation and transfer rates;

- Implement Entry, Connection, Progress and Completion (first year experience) model for student services and the collegiate experience, CSN ensures students connect to the college and to pathways for completion;
- Adopt a comprehensive Strategic Enrollment Plan through college wide engagement, with best practices in enrollment management;
- Optimize CRM and related technology to enable ease of student enrollment processes and leverage CSN's ability to keep students on guided pathways to graduation;
- Implement a redesign of Academic Advising and Academic Counseling that enables an experience that meets student's needs.

Metrics

- Certificates and degrees awarded
- VFA graduation and transfer data
- Retention rates
- Completion rates in gateway math and English courses
- Course completion rates

Identified Strategies:

Student Success - Completion:
Student Success Completion SSC 01. Implement optimized scheduling through the development of a new scheduling policy.
Student Success Completion SSC 02 (Supported by Technology). Implementation of Degree Planner Software (part of Constituent Relation Management (CRM)).
Student Success Completion and Student Success Engagement SSC 03/SSE 04 (shared with Student Affairs). Implement an online readiness assessment, followed by an online tutorial for students in need of skill development, and an in person training requirement for students who are insufficiently prepared for online courses.
Student Success Completion SSC 04. Mandate: 1) Advising for all students, 2) orientation for all students, and 3) readiness assessment for all students.
Student Success Completion SSC 05. CSN will increase the % of degree-seeking students who enroll and complete gateway math and English within the first 30 credits. CSN will mandate math and English placement tests for all degree-seeking students.
Student Success Completion SSC 06. Research and evaluate the merits of a mandatory Academic Learning Success (ALS) course.
Student Success Completion SSC 07 (in collaboration with Finance, Strategic Initiatives/OTS, and Student Affairs). Expand library, computing, writing center, tutoring, and other academic onsite and online support services for students.
Student Success Completion SSC 08. All academic leaders are expected to facilitate faculty discussion of the relationships between student success and pedagogy. The goal is to encourage faculty to develop and share ideas that help reduce failure and non-completion, without sacrificing standards or creativity / flexibility in teaching.

Part 2: Engagement

Community college students come from a wide range of academic readiness and diverse perspectives. These include low income, first generation, non-traditional, single parents, socio-economic challenges, and students with disabilities. The context, goal, and strategies for this sub-theme begin with first identifying students that are economically or otherwise disadvantaged. This is followed by academic support services, advising and guidance, and physical resources to supporting teaching and learning.

Context

Receiving and valuing feedback from students through surveys focus groups, guides CSN's responsiveness to student needs. Instituting mandatory actions for new students such as orientation, First-Year Experience, and advising, provides a base for a standard student experience. Engaging advisors and counselors in retooling structures for improved services to students invigorates the student experience. Creating assessments, measures, and interventions that guide CSN in having a better understanding of delivery and services to students, helps to facilitate readiness and success.

Goals

- Connect students to the support services they need and monitor services and options for success;
- Maximize participation in targeted services (e.g., social support and mental health) and outreach events (e.g., cultural and student activities) to build value in the college experience;
- Leverage technology and CSN resources to improve communication and interactions;
- Create student experience and program opportunities to retain students for four-year degree programs.

Metrics

- Number of degree-seeking students with a degree plan
- Number of students registered for 12 credit hours or more
- 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

Strategic Theme: Student Success - Engagement

Identified Strategies

Student Success – Engagement
Student Success Engagement SSE 01. Establish baseline for current beliefs, attitudes, and use of existing student resources at CSN through survey, focus groups, and resource use data and set benchmarks for increased access to existing services.
Student Success Engagement SSE 02. Create and implement an exit survey for non-reenrolling students (to better understand their reasons for leaving).
Student Success Engagement SSE 03. Develop and scale a program for economically disadvantaged and non-degree seeking students that supports proactive outreach to assess student needs and efficacy of institutional services supporting student needs.
Student Success Completion and Student Success Engagement SSC 03/SSE 04 (shared with Academic Affairs). Implement an online readiness assessment, followed by an online tutorial for students in need of skill development, and an in person training requirement for students who are insufficiently prepared for online courses.
Student Success Engagement SSE 05. Collect detailed data on how students are paying for their education with the intention of increasing financial aid application and use.

Strategic 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.*

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

- Enhancing business, industry, district, trades agencies and other partners essential to CSN's performance and mission achievement;
- Engaging with municipalities, professional, civic, and cultural organization 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 and prepare future students for college;
- Evaluate and revitalize the CSN Brand;
- Develop opportunities for shared identity and pride among CSN stakeholders;

- Create a culture in which the value of diversity and inclusion is promoted and respect for others is underscored in every College service, event, and operation.

Metrics

- Increase DWED revenues by 10% year over year
- Increased interest/participation of identified cohorts (*dual enrollment K-12; adult learners, and transfer students*)
- Assessments of organizational culture in employee surveys
- Faculty, staff, and student involved in meaningful community engagement efforts
- Increase in students participating in internships

**Strategic Theme: Community, Connection, Inclusion, a sense of well being
Identified Strategies**

Community, Connection, Inclusion, a sense of well being
Community, Connection, and Inclusion, a sense of belonging CCI 01. Identify and quantify relationships with business and industry. Measure of satisfaction with business and industry partners should be incorporated.
Community, Connection, and Inclusion, a sense of belonging CCI 02. Career Services will centralize administrative functions to integrate and include formal internships, externships, practical's, and service learning opportunities.
Community, Connection, and Inclusion, a sense of belonging CCI 04. Staff in Career Services will expand relationships with businesses to create internship opportunities and work with schools to market opportunities to students.
Communication, Connection, Inclusion, a sense of belonging CCI 05. Engage our existing faculty, departments and schools with non-traditional programming in support of community needs, such as lecture series or other community interests, initiatives, and areas of focus.
Communication, Connection, Inclusion, a sense of belonging CCI 06. 1) Lead and facilitate proposed student union development, 2) Increase the square footage of collaborative space, 3) Provide support in the establishment of Multicultural Centers at each campus,
Communication, Connection, Inclusion, a sense of belonging CCI 07. Identify alternative uses of space that are conducive to achieving community objectives – creative, welcoming, and functional spaces.
Communication, Connection, Inclusion, a sense of belonging, and Institutional Stewardship CCI 08/INS 05. Identify areas for greater efficiency in sustainable use of material resources, e.g., plastic bottles, paper, water, recycling, etc.
Communication, Connection, Inclusion, a sense of belonging, and Institutional Stewardship
Communication, Connection, Inclusion, a sense of belonging CCI 09/.INS 06. Explore additional strategies related to technology based energy efficiencies.
CCI 010/QUA 27. Develop and implement a comprehensive communication training program for student government and staff members who are identified as Communication Ambassadors.
Communication, Connection, Inclusion, a sense of belonging CCI 11. Develop faculty/staff brand ambassadors who are informed and can create relationships in the community to support recruitment efforts.
Communication, Connection, Inclusion, a sense of belonging CCI 12. Expand outreach process for international students to engage within the college that facilitates an exchange of sharing cultural difference, perspectives and participation in which the College's rich student diversity can be shared.
Communication, Connection, Inclusion, a sense of belonging CCI 13. Develop and implement outreach process to middle and high school students
Communication, Connection, Inclusion, a sense of belonging

Community, Connection, Inclusion, a sense of well being
CCI 14. Work with student government to evaluate communication processes that enable all students to engage with the school. Work with student government to implement improvements. Ease the process for the formation of student groups and their ability to utilize shared CSN resources.
Communication, Connection, Inclusion, a sense of belonging CCI 15. Develop a class and/or mentorship opportunity for faculty advisors to help prepare them for their club-advisor roles.
Communication, Connection, Inclusion, a sense of belonging CCI 16. Ensure that outreach messaging emphasizes that CSN degrees and programs contain general academic competencies and foster close alignment around local and workforce trends.
Communication, Connection, Inclusion, a sense of belonging CCI 17. (shared with Student Affairs). Evaluate cost benefit to determine effectiveness of printing an online catalog; and study options related to print on demand services.
Communication, Connection, Inclusion, a sense of belonging CCI 18. Develop youth intervention strategies to strengthen and increase community relationships for exposure to CSN.
Communication, Connection, Inclusion, a sense of belonging CCI 19. Expand CSN’s dual credit program to target underrepresented student populations in partnership with CCSD.
Communication, Connection, Inclusion, a sense of belonging CCI 20. Increase outreach to business and industry partners by deans (focusing on increasing adult and nontraditional learners.
Communication, Connection, Inclusion, a sense of belonging CCI 21 (supported by the Communications Plan Above). Open multicultural centers at each campus and create targeted programs and events – Student-centered, resource-oriented and connected to the community.
Communication, Connection, Inclusion, a sense of belonging CCI 22. (supported by the Communications Plan Above) Hold yearly Diversity Day event to include accountability report, champion recognition, training and multicultural festival.
Communication, Connection, Inclusion, a sense of belonging CCI 23. Identify and train diversity champions in each area, academic and administrative, to increase engagement, promote diversity initiatives and create interactive communications. Diversity champions would also serve as “diversity and competence experts” to be consulted on issues related to diversity, equity and inclusion (non-legal/HR). Maximize existing structure, e.g. multicultural groups/alliances, Diversity Council, etc.
Communication, Connection, Inclusion, a sense of belonging CCI 24. Formally recognize diversity champions’ contributions. Validate and recognize institutional impact of participation in diversity initiatives, events and programs.
Communication, Connection, Inclusion, a sense of belonging CCI 25. Increase diversity-related institutional materials to inform and provide tools for faculty/staff/students.
Communication, Connection, Inclusion, a sense of belonging CCI 26. Increase the number of faculty and staff that take diversity 101, diversity 102, Safe Zone and other diversity training.
Community, Connection, Inclusion, a sense of belonging

Community, Connection, Inclusion, a sense of well being
CCI 27. Develop a strategic branding approach to enhance the reputation and knowledge of the College among community stakeholders.
Communication, Connection, Inclusion, a sense of belonging CCI 28. Research appropriate communication content and media for targeted engagement with various individuals and groups. Creating easy on ramps, like the guided pathways, for potential non-traditional students
Communication, Connection, Inclusion, a sense of belonging CCI 29. Focus on CSNs engagement/participation in external events; CSN active involvement in community organizations and workshops. Encourage engaging the college community to share knowledge about fields of interest with the CSN community and the community at large.
Communication, Connection, Inclusion, a sense of belonging CCI 30. Support an annual “State of the College” event to promote awareness and celebrate the role the College plays in the community

Strategic Theme: Quality

Description: *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, both inside the classroom and outside in the community. Academic quality, validated through regional and specialized accreditations, are, and must remain a hallmark of the College

Context

- Nurturing partnerships and expand opportunities for collaboration;
- Involving faculty and staff in reliable opportunities for professional development;
- Restructuring, improving and formalizing as needed DWED, community relations, the web site, college advancement and the CSN Foundation. This will provide 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 on decision making.

Goals

- Improve service experience to students;
- Continue to focus on process improvement for regional and specialized accreditation;
- Hire and retain diverse quality employees;
- Implement a comprehensive CSN “workforce vision”, one that encompasses all aspects of the College’s mission, community commitment and strengthens business and industry collaborations;
- Implement appropriate technology to meet the needs of the CSN community;
- Enhance professional development opportunities;

- Restructure committees, councils and taskforces for improved shared governance and coordination.

Metrics

- Numbers of specialized accreditations
- Employee survey results
- Student satisfaction surveys
- Employees complete service excellence training
- All full time employee evaluations will be completed on time
- Employee participation in training/professional development including mentorship programs for new employees

Strategic Theme: Quality
Identified Strategies

<p>Quality</p> <p>Quality</p> <p>QUA 01. During high volume periods, have trained personnel walking main student services areas answering basic questions and directing students.</p>
<p>Quality</p> <p>QUA 02. Make readily available online and on college literature simplified intake pathway for non-degree seeking students. Information to include to whom the category applies to: a) Visiting students who want to enroll in CSN courses and transfer the credits to their home institution, b) Students seeking personal or professional fulfillment, c) Students who would like to take English language classes, d) Current high school students who would like to earn CSN credit while still in high school. Additionally, include important information about Non-Degree Status (i.e. not eligible for federal financial aid or state aid). 2) With the new CRM driven admissions application, CSN will be able to identify Out of State students quickly and send an auto communication to them with the link to Residency FAQ webpage with detailed regulation information and the reclassification application.</p>
<p>Quality</p> <p>QUA 03. Formalize cross unit training and engagement (registrar, financial aid, cashier's, advising, and counseling (for instance)).</p>
<p>Quality</p> <p>QUA 04. Ease registration process for non-degree-seeking students.</p>
<p>Quality</p> <p>QUA 05. Provide online advising.</p>
<p>Quality</p> <p>QUA 06. Integrate administration of student feedback mechanisms into the provision of services. For instance, implement service surveys that are automatically generated upon interaction with registrar, financial aid, and advising/counseling.</p>
<p>Quality</p> <p>QUA 07. Redesign admissions form (CRM's Radius). Eliminate current mistake triggers (residency, high school, out of country, previous address). Retool: Financial aid preliminary offer to high school students.</p>
<p>Quality</p> <p>QUA 08. Redesign the interaction between Academic Advising and Academic Counseling to ensure all students who request academic counseling receive a quality experience.</p>
<p>Quality</p> <p>QUA 09. Integrate the Mission/Vision/Values into the formal employment interview process.</p>
<p>Quality</p> <p>QUA 10. Integrate exit interviews to establish baseline data about why employees exit and work on strategies to reduce turnover ratio.</p>
<p>Quality</p> <p>QUA 11. Create a mentorship program for new employees that will take them through the 30 day, 90 day, and one year anniversary of employment date.</p>
<p>Quality</p>

Quality
QUA 12. Develop and institute an orientation program for new employees that incorporates networking, training, and culture immersion components.
Quality QUA 13. As part of recognition/retention initiatives. Celebrate one-year milestone.
Quality QUA 14. Develop/revise recognition program to include criteria, process and accountability.
Quality QUA 15 (shared with all college divisions). Decrease the time from close of position availability to extension of job offer
Quality QUA 16 (shared with all college division). Develop and institute core competencies for administrative faculty and executives
Quality QUA 17. Tie core competencies to the MVV
Quality QUA 18 (to be coordinated college wide). Create expectations for supervisors/managers and communicate roles and responsibilities. Tie accountability of roles/responsibilities to performance management/compensation systems
Quality QUA 19. Examine options for mentoring or other training and transition planning for chairs (such as on the job overlap period).
Quality QUA 20. Provide support for faculty engaged in professional enrichment in their field or discipline.
Quality QUA 21. Internal professional development (CAPE) will be leveraged to ensure faculty and staff have the training necessary to be successful in their jobs.
Quality QUA 22. Include online academic advising / counseling in the technology strategies.
Quality QUA 23. Assign a project manager (point person) for technology purchases/projects. (There is a parallel to project management in facilities, analytics, workday, etc.)
Quality QUA 24 (support Student Affairs). Implement the Constituent Relationship Management (CRM) Radius Module to enable improvement in the registration process.
Quality QUA 25. (Institutional Research/MyCSN, Student Affairs, and Finance). A review of CSN's participation in the shared instance will be undertaken to assess system capability, deployment of functionality as implemented in the shared instance, limitations of CSN's quality of services realized from participation with the shared instance, and recommendations for enhancement and improvement.
Quality QUA 26. Institutionalize communication policy and protocol.

Quality
Communication, Connection, Inclusion, a sense of belonging and Quality
CCI 10/QUA 27. Develop and implement a comprehensive communication training program for student government. Develop a comprehensive solution for communication that will include analysis, recommendations, and implementation that addresses information sharing on college activities, initiatives, and best practices that occur across CSN. Option: The use of Communication Ambassadors that are assigned to coordinate communication across the organization, as well as providing guidance on external communications, as appropriate. Ambassadors will serve as part of an institutional work team focused on developing processes that improve communications College-wide. This includes developing mechanism that share best practices, work in progress, general information, and specific challenges.
Quality
QUA 28. Focus on utilizing cross-functional teams to support and implement new initiatives.
Quality
QUA 29. Develop and implement a college-wide Intranet to be used to share messages across the campus and provide a resource for internal communication.
Quality
QUA 30. Require that all faculty contact students through the LMS or their CSN email.
Quality
QUA 31. Develop an institutional work team to develop processes that improve communications college-wide. Mechanisms that share best practices, general information, and challenges, that can be facilitated in a cross-departmental, division, or other means.
Quality
QUA 32. By Fall 2018, all CSN communications to students are sent through CSN email.
Quality
QUA 33. Develop and institutional work team to assess institution wide (enterprise) solutions for real time conferencing and collaboration tools that are effective for coordination with multiple stakeholders; efficient – and include functionality that meets stakeholders needs; and provide options to meet user requirements.

Strategic Theme: Institutional Stewardship

Description: 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, internally and externally, improves organizational proficiency.

Context

- 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

- Enhance transparency on key strategic themes by providing access to metric dashboards, published institutional data/analytic results, and sharing achievements;
- Review protocols for fiscal responsibility, sustainability and resource allocation to assure mission alignment;
- Ensure academic programs are reviewed every three years;
- Improve institutional communication.

Metrics

- Usage of dashboards and analytics software to share information (i.e., site visits)
- Increase institutional reserve

- Increase in the number and amounts of resources secured through external sources including grants and contracts and donations
- Town Hall meetings, councils, and committee participation
- Assessment of organizational culture in employee surveys

**Strategic Theme: Institutional Stewardship
Identified Strategies**

Institutional Stewardship
Institutional Stewardship INS 01. Evaluate targeted specific organizational areas for effectiveness, efficiency and responsiveness to meet institutional goals.
Institutional Stewardship INS 02. All programs will undergo a program review every three years. (Duplicated in base plan).
Institutional Stewardship INS 03. Perform Branding Strategy assessment for CSN Foundation.
Institutional Stewardship INS 04. Raise matching funds for Science and Health Building capital project.
Institutional Stewardship INS 05. Complete integrated planning efforts of CSN until 100% of all comprehensive plans are integrated and support institutional priorities.
Communication, Connection, Inclusion, a sense of belonging, and Institutional Stewardship CCI 08/INS 05. Identify areas for greater efficiency in sustainable use of material resources, e.g., plastic bottles, paper, water, recycling, etc.
Communication, Connection, Inclusion, a sense of belonging, and Institutional Stewardship Communication, Connection, Inclusion, a sense of belonging CCI 09/.INS 06. Explore additional strategies related to technology based energy efficiencies.
Institutional Stewardship INS 09. Reduce number of A-133 external audit findings.
Institutional Stewardship INS 10. Address instructional staffing to reduce the number of Letters of Appointment with Benefits (LOB's).
IN BASE PLAN UNDER INSTITUTIONAL STEWARDSHIP. Increase revenue from grants, scholarships, and external resources, including donations and grants and contracts.
IN BASE PLAN UNDER INSTITUTIONAL STEWARDSHIP. Develop accountability reporting for transparency of key strategic themes which may include metric dashboards, institutional data/analytic results and sharing achievements.

Appendix A: Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

The Strategic Futures Task Force solicited opinions, in an effort to better understand the College's internal strengths and weaknesses and external opportunities and threats, from a variety of College stakeholders. 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 strengths, weaknesses, opportunities, and threats to the College. The summary of those discussions, represented below, provided context and framed the direction of much of the planning process.

STRENGTHS	WEAKNESSES
Classes	Location/Campuses/Facilities
Small Class Size	Facilities need updating to meet student needs
Instructors - Helpful, Friendly	Scheduling
Canvas	Need more sections of classes at campuses
Many options for class	Advising/Counseling
Resources/Services	Employees
Writing / Tutoring	Faculty
Technology - Canvas, Labs	Leadership/Management
Employees - Faculty	Funding
Helpful, Experienced, Caring	Technology
Diverse	Culture & Communication
Diversity/Inclusion	Silos
Advising/Counseling	Student Services
Good, Quality Faculty	Customer Service
Tuition/Fees/Price	Giving out poor/misleading information
Location/Campuses/Facilities	Poor communication between departments
OPPORTUNITIES	THREATS
Programs (Academics)	Competition
Offer more 4-Year Degrees	NSHE Institutions
Offer more Internships	Other Institutions
External Partnerships	Funding/Funding Formula
Academics/Workforce	Budget
CCSD/K-12	NSHE/Board of Regents
Funding/Funding Formula	Environmental Change
Change Formula	Marketing/Brand/Reputation
Marketing/Brand/Reputation	Employee
Tuition/Fees/Costs	Leadership
Increase Financial Aid/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	

Appendix B: Planning Accountability and Transparency

The Strategic Futures Task Force created a path for this strategic plan to be implemented. As the themes, goals, and objectives were identified, implementation teams were formed within the college to develop strategies. The strategies were vetted with the Task Force and the results of the yearlong planning process is documented here. The responsibility for implementation of this plan is spread throughout the organization with coordination of the plan aligned to the Sr. Vice President of Strategic Initiatives and Administrative Services. Implementation Team Leaders Include:

Division	Responsibilities
President	<p>Institutional Priorities:</p> <ul style="list-style-type: none"> • Manageability/Multi-campus District • Collective Bargaining • Integrated Planning • College-wide Communication (internal and external) • Professional Development (external) <p>Core Theme: Community, Connection, Inclusion, and a sense of belonging Goal: Develop opportunities for shared identity and pride among CSN stakeholders. Goal: Create a culture in which the value of diversity and inclusion is promoted and respect for others is underscored in every College service, event, and operation.</p> <p>Core Theme: Quality Goal: Hire and retain quality, diverse employees. Goal: Restructure committees, councils and taskforces for improved shared governance and coordination.</p> <p>Core Theme: Institutional Stewardship Goal: Enhance transparency on key strategic themes by providing access to metric dashboards, published data/analytic results, and sharing achievements. Goal: Improve institutional communication.</p>
Academic Affairs	<p>Institutional Priorities:</p> <ul style="list-style-type: none"> • Integrated Planning • Collective Bargaining • College-wide Communication (internal and external) • Professional Development (external) <p>Core Theme: Student Success Goal: Consistently improve graduation and transfer rates.</p>

	<p>Goal: Implement Entry, Connection, Progress and Completion model for student services and the collegiate experience, ensure students connection to the college and to pathways for completion.</p> <p>Goal: Adopt a comprehensive Strategic Enrollment Plan through college wide engagement, with best practices in enrollment management.</p> <p>Goal: Implement a redesign of Academic Advising and Counseling.</p> <p>Core Theme: Student Success/Engagement Goal: Create student experience and program opportunities to retain students for four-year degree programs.</p> <p>Core Theme: Community, Connection, Inclusion, and a sense of belonging Goal: Improve outreach to cultivate community relationships and prepare future students for college. Goal: Evaluate and revitalize the CSN Brand. Goal: Develop opportunities for shared identity and pride among CSN stakeholders.</p> <p>Core Theme: Quality Goal: Continue to focus on process improvement for regional and specialized accreditation. Goal: Hire and retain quality, diverse employees. Goal: Implement a comprehensive CSN “workforce vision”, one that encompasses all aspects of the College’s mission, community commitment, and strengthens business and industry collaborations.</p> <p>Core Theme: Institutional Stewardship Goal: Ensure academic programs are reviewed every three years. Goal: Improve institutional communication.</p>
Student Affairs	<p>Institutional Priorities:</p> <ul style="list-style-type: none"> • Integrated Planning • Collective Bargaining • College-wide Communication (internal and external) • Technology – CRM Deployment • Professional Development (external) <p>Core Theme: Student Success/Completion Goal: Implement Entry, Connection, Progress and Completion model for student services and the collegiate experience, ensure students connection to the college and to pathways for completion. Goal: Adopt a comprehensive Strategic Enrollment Plan through college wide engagement, with best practices in enrollment management.</p>

	<p>Goal: Optimize CRM and related technology to enable ease of student enrollment processes and leverage CSN’s ability to keep students on guided pathways to graduation. Goal: Implement a redesign of Academic Advising and Counseling.</p> <p>Core Theme: Student Success/Engagement Goal: Connect students to the support services they need and monitor services and options for success. Goal: Maximize participation in targeted services (e.g., social support and mental health) and outreach events (e.g., cultural and student activities) to build value in the college experience. Goal: Leverage technology and CSN resources to improve communication and interactions. Goal: Create student experience and program opportunities to retain students for four-year degree programs.</p> <p>Core Theme: Community, Connection, Inclusion, a sense of well being Goal: Develop opportunities for shared identity and pride among CSN stakeholders.</p> <p>Core Theme: Quality Goal: Improve service experience to students. Goal: Hire and retain quality, diverse employees.</p> <p>Core Theme: Institutional Stewardship Goal: Improve institutional communication.</p>
Strategic Initiatives and Administrative Services	<p>Institutional Priorities:</p> <ul style="list-style-type: none"> • Integrated Planning • Collective Bargaining • College-wide Communication (internal and external) • Technology – Data Analytics • Professional Development (internal) • Professional Development (external) <p>Core Theme: Community, Connection, Inclusion, a sense of well being Goal: Develop opportunities for shared identity and pride among CSN stakeholders.</p> <p>Core Theme: Quality Goal: Hire and retain quality, diverse employees. Goal: Implement appropriate technology to meet the needs of the CSN community.</p>

	<p>Core Theme: Institutional Stewardship Goal: Enhance transparency on key strategic themes by providing access to metric dashboards, published institutional data/analytic results, and sharing achievements. Goal: Improve institutional communication.</p>
Finance	<p>Institutional Priorities:</p> <ul style="list-style-type: none"> • Integrated Planning • Collective Bargaining • College-wide Communication (internal and external) • Technology – Workday • Professional Development (external) <p>Core Theme: Community, Connection, Inclusion, a sense of well being Goal: Develop opportunities for shared identity and pride among CSN stakeholders.</p> <p>Core Theme: Quality Goal: Hire and retain quality, diverse employees.</p> <p>Core Theme: Institutional Stewardship Goal: Review protocols for fiscal responsibility, sustainability, and resource allocation to assure mission alignment. Goal: Improve institutional communication. Goal: Fiscal Responsibility, balance, and sustainability.</p>

When approved by the Board of Regents, the plan will guide CSN’s performance for the next seven years through the following:

- Annual reports of progress
- Annual revisions to the plan as needed
- Annual reports of status to the Board of Regents
- Regular accreditation reports

Coordinating accountability for the plan will be a college-wide strategic planning committee which will also be responsible for implementing the integrated planning policy that follows.

Appendix C: Integrating Planning Policy

 CSN Policy	Policy on Integrated Strategic Planning
Policy Category: General	Effective Date: mm/dd/yyyy
MOST RECENT CHANGES Accreditation Draft	

I. POLICY PURPOSE

This policy identifies for the College’s integrated strategic planning process. Integrated strategic planning is, mandated in the Standards of Accreditation by the Northwest Commission on Colleges and Universities (NWCCU).

II. POLICY STATEMENT

The College will continually engages in the development of its integrated strategic planning. The development of the CSN strategic Plan (known as the “Plan”) is a College-wide effort and includes the College’s Mission, Vision and Values, Core Themes, Goals, and Objectives. Accordingly, the Plan provides the foundation for all other planning efforts at every level ensuring an integrated planning environment within the College that is guided by the CSN Mission, Vision, and Values.

Operational decisions and resource allocations shall be guided by and consistent with the Plan.

The Plan is operationalized through development of other specific institution, division, and department plans, which shall include by way of example: the Academic Master Plan, Student Services Success Plan, Campus Master Plans, Technology Plan(s), Diversity Plan, School Plans, Department plans, E-learning plan etc.

All College plans will include reference to and document their direct connection to the Plan, as well as the Mission, Vision, and Values. This may be accomplished with references throughout the document or with a summary page showing the linkage. All plans should incorporate requirements for evaluation of their effectiveness of implementation of the plan, and annual reviews, and reporting. All plans should include appropriate resource analyses.

Planning process at CSN is a seven years process corresponding with the accreditation cycle directed by NWCCU. The Plan will be reviewed in its entirety at the end of each seven-year cycle, in order to evaluate the mission, vision and values of the College, along with the overarching themes. However, the Plan’s goal, objectives and themes may modified during that seven-year cycle as the annual reviews and reports require, in order to maximize the benefits of planning.

The Plan and any modifications will be approved by the President. Other plans will be presented to the College Planning Council for review and approval to ensure compliance with this policy, to coordinate overall planning efforts and to provide other input. The Office of Strategic Initiatives (OSI) will maintain all approved plans and is responsible for storing, coordination and college-wide dissemination. The Plan and other associated plans will be assessed on an annual basis , regarding achievement of established goals and objectives, and evaluation of institutional capacity. A need to submit modification may be identified at this annual. OSI will issue an annual report regarding overall institutional planning.

III. AUTHORITY AND CROSS REFERENCE LINKS

College of Southern Nevada, 2017-2024 Strategic Plan

Northwest Commission on Colleges and Universities Standards for Accreditation (revised 2010)

<http://www.nwccu.org/Pubs%20Forms%20and%20Updates/Publications/Standards%20for%20Accreditation.pdf>

IV. DISCLAIMER

The President has the discretion to suspend or rescind all or any part of this policy or related procedure(s). The President shall notify appropriate CSN personnel, including the Administrative Code Officer and Faculty Senate Chair, of the suspension or rescission.

Questions about this policy should be referred to the CSN Administrative Code Officer (general.counsel@csn.edu, 702.651.7488) and/or the Recommending Authority.

V. SIGNATURES

Recommended by:

Signature
Recommending Authority: Faculty Senate Chair

Date

Reviewed for Legal Sufficiency:

General Counsel

Date

Approved by:

CSN President

Date

VI. ATTACHMENTS

Attachment A: Glossary



ATTACHMENT A: GLOSSARY

College of Southern Nevada Integrated Planning Terms

Strategic Plan: Guiding framework that includes the institutional mission statement, vision, values, core themes, and specific goals and objectives. The Strategic Plan provides the aspirational focus serving as the guiding principal for institutional direction. Provide specific metrics in which fulfillment of goals can be measured.

Integrated Plans:

1. Academic Master Plan: It is a Plan that articulates future new and expanded academic programs and certificates. It is a result of following plans:
 - i. Academic School Plans
 - ii. Department Plans
 - iii. Library Plan
 - iv. E-Learning/Distance Education
2. Campus Master Plan
3. Facilities Master Plan
4. Diversity Plan
5. Communications Plan
6. Marketing/Branding Plan
7. Outreach/Community Engagement Plan
8. Strategic Enrollment Plan
9. Student Services Plan
10. Technology Plan

Annual Plan Review: the process in which programs evaluate how they are progressing towards meeting operational or functional planning goals and objectives and how those efforts support the fulfillment of the CSN mission and Strategic Plan.

Resource Allocation: process for reviewing plan priorities and establishing priorities by the college to fulfill high priority institutional and program initiatives.

Appendix D: Standard Student Experience

Appendix E: Acknowledgements

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

An external consultant, Brian Knudsen with BP2 Solutions, facilitated the Strategic Futures Task Force.

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