

COLUMBUS STATE COMMUNITY COLLEGE

Strategic Plan



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Letter from the President

Columbus State Community College is driven by our steadfast commitment to student success and, in so doing, advancing inclusive economic mobility throughout the communities we serve. This mission has never been more important as the college's role is central to the growth opportunities in our region. We stand ready to work shoulder-to-shoulder with our partners to help central Ohio thrive.

This strategic plan is our success roadmap. We will focus on four strategic pillars to guide our work:

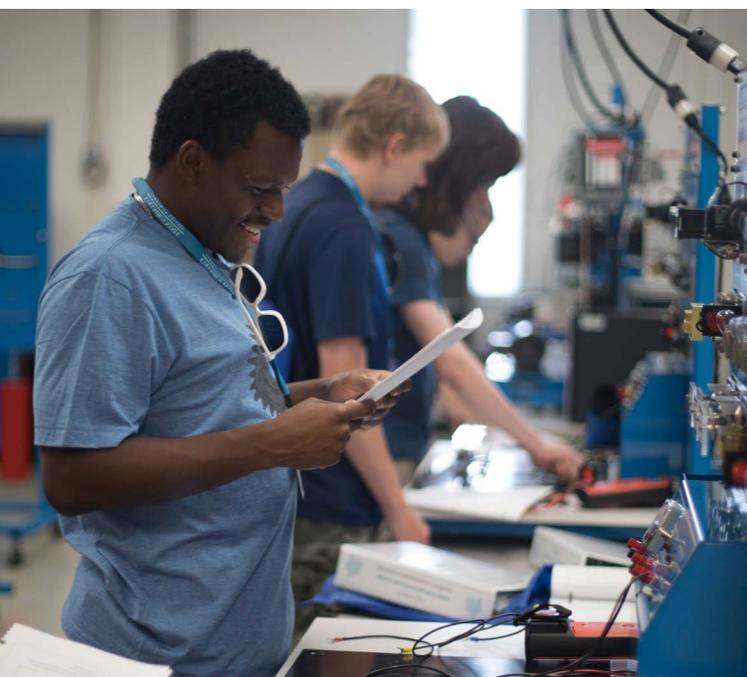
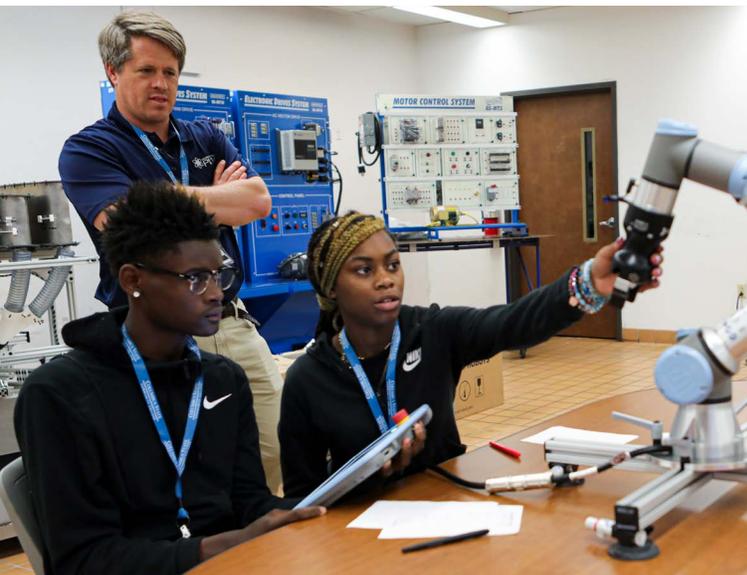
- **STUDENT SUCCESS:** Our core focus of the college, we meet students where they are, help them dream big, and provide high quality, affordable pathways to success. We strive to make help unavoidable for students, ensuring their academic success and removing non-academic barriers.
- **WORKFORCE DEVELOPMENT:** As of this writing, new industries and emerging technologies are making their home in central Ohio. Columbus State is poised to be their talent partner. We are purpose-built for this economy, with many of the careers in these new industries requiring an associate degree or other community college credential. The intersection of higher education, workforce development, and skills-based career growth has never been more pronounced. Columbus State is ready to meet the need.
- **COMMUNITY IMPACT:** Partnerships are central to all we do at Columbus State. We embrace our role as the community's trusted partner and convener, bringing a collective impact model to address regional priorities and advance the success of our students and our region.
- **OUR PEOPLE:** Our faculty and staff are the engine that moves the college forward. We champion a culture that focuses on teaching and learning, professional development, and innovation and belonging. We work to empower individuals and teams within the college and through community partnerships to advance our mission.

I am enormously grateful for the steering committee and the countless stakeholders who spent months creating this plan for the college. We have already begun implementing the priorities laid out in this plan through initiatives such as Columbus Promise, the Columbus Workforce Hub, the OhioHealth Center for Health Sciences, our childcare center, and our commitments to dramatically expand career opportunities in high-demand fields.

We know now that much will change over the coming years as technology advances and our region continues to grow. What will not change is Columbus State's commitment to being central Ohio's higher education engine to inclusive economic prosperity.



DAVID T. HARRISON, PH.D.
PRESIDENT



Priorities

Our strategic vision for the future is focused on four pillars that underpin the college's mission, vision, and values.

- **STUDENT SUCCESS**
- **WORKFORCE DEVELOPMENT**
- **COMMUNITY IMPACT**
- **OUR PEOPLE**

Through our focus on these strategic pillars and in partnership with stakeholders throughout the region, we will advance inclusive economic mobility for the communities we serve.

Mission, Vision, and Values

Our Mission

To educate and inspire, providing our students with the opportunity to achieve their goals.

Our Vision

Columbus State Community College is central Ohio's front door to higher education and a leader in advancing our region's prosperity.

Our Values

STUDENT SUCCESS

We welcome and engage all students in creating individualized, accessible, and mutually accountable pathways that allow them to pursue their goals.

EQUITY

We cultivate opportunities for all to succeed, working collectively to advance equitable outcomes that benefit the many communities we serve.

QUALITY

We expect excellence and accountability in ourselves and our students.

INNOVATION

We embrace bold ideas and an entrepreneurial spirit, and we are responsive to the changing needs of students, employers, and other stakeholders.

BELONGING

We celebrate the humanity of every individual, from any background, and commit to creating an inclusive working and learning environment for all.

CONTINUOUS LEARNING

We continuously invest in an educational ecosystem devoted to teaching and learning so that every individual can thrive in a constantly changing world.

PARTNERSHIP

We recognize that more can be accomplished collaboratively than individually, and we seek like-minded partners to advance our shared goals.

STEWARDSHIP

We are careful and thoughtful stewards of the resources entrusted to us.

LEADERSHIP

We lead by action and example to help our community pursue opportunities and address the challenges of the 21st century.

Student Success

We are a student-centered college that advances equitable outcomes through an intentional focus on teaching, learning, and holistic support.

Grow to exceed 10,000 students who complete degrees, certificates, or other credentials annually while closing equity gaps.

- Expand the use of high-impact practices that accelerate completion and transfer pathways that propel students into economically mobile careers.
- Foster a culture of belonging for students of all backgrounds by offering convenient, relevant, and holistic approaches to instruction and student support.
- Extend debt-free pathways and other affordability initiatives that enable students to pursue and advance in their careers.

Adapt to expand opportunities for residents, employers, and other community members.

- Optimize the college's enrollment strategies, locations, teaching modalities, and programs to meet the changing demographics and needs of the communities we serve.
- Ensure students can access affordable education-to-career pathways from all starting points, including K-12, career/technical education, career change, and other circumstances.
- Accelerate the college's anticipation of and response to competitive changes to the region, such as new technologies, industries, or other factors.

Enhance excellence in teaching and student support through a sustained focus on evidence-based practices that drive student outcomes.

- Utilize data about the student experience to inform continued improvements to teaching practices, the learning climate, and the curriculum.
- Help students address challenges that may impact their health, well-being, and other dynamics by connecting them with resources.
- Provide professional development opportunities for faculty and the student-support team that advance best practices aligned with community needs.





Workforce Development

We are the region's workforce engine, powering inclusive economic mobility through comprehensive career pathways and innovative employer partnerships.

Partner with employers to cultivate a comprehensive talent ecosystem that powers inclusive economic mobility and central Ohio's growth.

- Serve as the region's talent innovation hub, where employers and the college collaborate to address the future of work.
- Fuel inclusive economic mobility so that all individuals, including those from minoritized populations, have equitable access to sustainable, high-wage careers.
- Enable career growth for adult learners who are upgrading their skills or transitioning industries, as well as those involved in entrepreneurship and small business expansion.

Accelerate equitable secondary to post-secondary pathways that lead to careers aligned with labor market needs.

- Leverage the Central Ohio Compact and K-12 partnerships to ensure that academic programs lead to economically viable career credentials.
- Scale innovative instructional and student support practices that prepare students for post-secondary learning and high-wage careers.
- Adapt to support the changing demographics of our community, including the growing number of new Americans.

Community Impact

As the community's trusted partner, we extend our impact beyond the college's boundaries through connections that benefit our students and central Ohio.

Advance regional priorities through the college's leadership role as a community partner, connector, and convener.

- Advance strategic alliances with local, state, non-profit, K-12, higher education, and other institutions to address community and workforce needs.
- Utilize our national leadership role to attract grants or other resources that support community needs.
- Use our internal resources and capital to advance regional priorities, including inclusive economic mobility.

Utilize partnerships to enhance holistic support for students and the Columbus State experience.

- Develop and grow high-impact partnerships that enhance students' access to core services, such as transportation, housing, food, and child care.
- Partner on initiatives that improve the services, amenities, and the general environment in and around Columbus State.

Enable Columbus State students and employees to demonstrate community leadership through service and other activities.

- Collaborate on service-learning and other activities that strengthen students' and employees' civic connections.
- Provide students and employees with opportunities to enhance leadership skills through partnerships with civic and community organizations.



Our People

We are a community that works as a team to support our students, the broader community, and one another in a culture of mutual respect and professional growth.

Champion a collaborative and inclusive culture where we learn from one another's perspectives and lived experiences to advance our mission.

- Recruit, hire, retain, and promote people committed to our diverse students and community, as reflected by Columbus State's mission, vision, and values.
- Foster a culture of mutual respect and shared responsibility, in which each individual acts on opportunities to improve what we do.

Provide individual improvement opportunities that enhance career growth, belonging, and satisfaction.

- Provide ongoing opportunities for personal learning, growth, and impact to benefit Columbus State and the broader community.
- Invest in robust programs, systems, and structures that enable employees at all career stages to experience personal and professional growth.
- Enhance team-building opportunities that heighten the sense of belonging and shared mission.



Measuring our Success

The success of this strategic plan is rooted in its integration into the college's goal-setting and assessment processes, as well as our strong focus on grounding decision-making in evidence.

This plan will be measured through our college student success scorecard; our enrollment management metrics; the college's employee performance management process; and regular student, employee, and community feedback.

Designed to be nimble and responsive, the plan ensures Columbus State is moving at the speed of the community. We are laser-focused on achieving our goals and doing our part to advance an inclusive and prosperous central Ohio.



Steering Committee

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