

The Higher Learning Commission Action Project Directory

Columbus State Community College

Project Details		
Title	Columbus State Community College's Master Planning Project	Status COMPLETED
Category	8-Planning Continuous Improvement	Updated 09-07-2012
Timeline		Reviewed 09-11-2012
	Planned Project Kickoff 08-01-2011	Created 11-02-2011
	Actual Completion 06-30-2012	Version 1

1: Project Goal

A: The master planning process will result in a composite College Master Plan, integrating all of the major planning issues and providing design direction for the future development of the College. It will address the following scope:

1. A. Updated demographics using 2010 census data
2. B. Consideration of the most advantageous growth opportunities and characteristics of the downtown Columbus campus, including partnership opportunities and synergies with other development projects
3. C. Exploration of the relationship between the College's two campuses and our regional learning centers, particularly the future role of the Westerville and Dublin sites in regards to the Delaware Campus
4. D. Analysis of the College's current use of its facilities, classrooms, laboratories and office resources, and proposed options for enhancing effectiveness, efficiency, and sustainability
5. E. Recommendation for a strategic approach to the use of existing and potential parking resources on or near the downtown Columbus campus, and identification of pedestrian friendly access routes and additional green spaces
6. F. Development of a plan for future land/facility acquisition linked to projected need
7. G. Strengthened linkage between future facility development and specific institutional goals and priorities

The college is also using this process to actively engage stakeholders – both internal and external – to connect anew to the college under the leadership of its new President, Dr. David Harrison.

2: Reasons For Project

A: Columbus State has experienced significant enrollment growth over the last three years and has grown substantially into its existing capacity. The master plan will give the college a context within which to make future facilities and related strategic decisions throughout its 4-county service district. The college last completed a rather simple master plan for its Columbus campus in 2001.

3: Organizational Areas Affected

A: Every division within the college is impacted by space decisions. Most immediately, however, the college seeks to address space needs for its Academic Affairs and Student Affairs Divisions.

4: Key Organizational Process(es)

- A:**
- Data-driven space planning
 - Community partner engagement

5: Project Time Frame Rationale

A: Master planning is divided into 4 phases, each one taking approximately 3 - 4 months. The completion of each phase is a milestone. The four phases are: Data Collection; Synthesis and Needs Assessment; Options Development; and Master Plan Development.

6: Project Success Monitoring

A: The College has a comprehensive master planning communication plan which includes a Steering Committee responsible for stakeholder engagement and input and feedback throughout the process; the creation of a master planning web site (<http://www2.csc.edu/about/master-planning/>) to keep stakeholders aware of the planning process and activities; the use of campus-wide communication tools; outreach and engagement with community stakeholders; and the use of focus groups, open forums, surveys and other tools to assure widespread engagement by a diverse student body, faculty, staff, neighborhood partners and civic and corporate leaders.

7: Project Outcome Measures

A: The College has:

- a comprehensive analysis and needs assessment of all owned and leased facilities and space usage including offices, classrooms, labs, infrastructure and utilities, and parking
- established collaborative relationships with community stakeholders to assist the College in achieving its mission
- established assumptions for future growth, planning principles and goals that guide the development of the plan
- a master plan and an implementation strategy for space necessary to meet the region's demand for its services

Project Update

1: Project Accomplishments and Status

A: During Phases I and II of the master planning process, Columbus State successfully:

- Collected and analyzed demographic, population and high school graduation data trends to project enrollment growth and space/ facility needs through 2025;
- Engaged community and civic leaders in identifying master planning needs that impact the neighborhoods in which the College's campuses reside, region, four-county district, and state;
- Engaged college stakeholders (faculty, staff, administrators and students) in identifying future needs of the College;
- Conducted a comprehensive analysis of facilities, classrooms, labs, office resources, and parking assets on both campuses and all regional learning centers

Please go to the master planning web site to see copies of the reports produced in Phases I and II.
<http://www2.csc.edu/about/master-planning/feedback.shtml>

Columbus State has completed Phases I and II of the master planning process. These two phases involved outreach, data collection and analysis. Phases III and IV will result in a composite College Master Plan, integrating all of the major planning issues and providing design direction for the future development of the College.

2: Institution Involvement

A: Columbus State actively engaged community and civic leaders, the Board of Trustees, and college stakeholders including faculty, students, staff on both campuses and all eight regional learning centers, through more than 100 scheduled meetings, interviews, focus groups and open forums. Surveys were also used to collect additional feedback from faculty, staff and students.

A master planning web site was developed to provide regular updates on the master planning process and to allow further feedback.

3: Next Steps

A: In Phase III, master planning strategies and options are being developed for the entire College District. The College will examine and analyze the pros and cons of the options. Priorities will be determined through discussions with the President, the Board of Trustees, and key community partners.

In Phase IV, the final Master Plan and Phasing Implementation Plan will be developed. Three dimensional character illustrations supporting the Master Plan vision will be prepared. Specific components of the Master Plan to be addressed and documented include:

- Academic, student services, student life, and supporting facilities
- Access, vehicular circulation, and parking
- Broad facility recommendations for building renovations, additions and new buildings
- Campus land use and zones
- Partnership opportunities
- Regional Learning Centers
- Proposed land acquisitions/dispositions
- Open space and pedestrian connections
- Landscape and site development
- Image, identity, and branding
- Environmental enhancement and sustainability concepts
- Utility infrastructure improvements (if any)

4: Resulting Effective Practices

A: Through the master planning process the College engaged a large number of community and civic leaders in thinking about Columbus State's future through the exploration of innovative partnerships that will help the College achieve goals with others that it could not achieve alone.

In addition, the analysis of classroom, lab and office space utilization gave the College detailed information about the College's needs as we prepared for semesters, and longer term growth, and will assist in development of a system that allows this information to be used for decision-making purposes.

5: Project Challenges

A: There are currently no challenges that are impeding the progress of this Action Project.

Update Review

1: Project Accomplishments and Status

A: 1. Columbus State Community College appears to be making excellent progress in their Master Planning project. The project fits well with HLC Criteria of preparing for the future and is a good example of foresight to plan proactively. The master plan project also demonstrates the institution's commitment to planning for continuous improvement. The collection and analysis of data reflect fact-based information gathering and continuous engagement with community and civic leaders as well as faculty, staff, administrators and students reveals institutional dedication to broad-based involvement.

2: Institution Involvement

A: 1. It is clear CSCC values people and focuses on stakeholders. The balanced and broad based approach of meetings, interviews, focus groups and open forums as well as the development of a website to keep constituents informed demonstrates an institutional commitment to stakeholders. Project planners might consider using various social media tools to communicate project progress.

3: Next Steps

A: Discussions with the President and Board of Trustees provides clear evidence of leadership support for the project. The broad approach of developing strategies and options should provide good results. In addition to developing pros and con based options, planners might benefit from adding some specificity to their planning efforts by conducting a cost benefit analysis (CBA) and/or return

on investment (ROI) on each element of the plan.

The use of three dimensional character illustrations will be helpful in providing context for how the plan will fit into the campus and demonstrates a desire to effectively communicate with stakeholders. Project leaders might consider developing computer generated "fly-through" for key facilities to further demonstrate the integration of the key elements of the plan.

4: Resulting Effective Practices

A: Using the master plan project to engage community and civic leaders reflects the institution's desire of building collaborative relationships while supporting institutional operations, and planning for the future. Planning leaders might consider conducting an after-action evaluation of each process to determine which communication practices were most effective.

The analysis of space utilization and its relationship to addressing changes caused by the move to semesters and long-term institutional growth demonstrates a commitment to measuring effectiveness and planning for continuous improvement. The establishment of workflow graphics such as a flow chart or decision map, demonstrating how these elements are part of a total management system, might help provide clarity to stakeholders.

5: Project Challenges

A: The master plan project appears to be progressing well. In developing the final plan, project managers might consider investigating and addressing issues raised in current literature regarding the future landscape of higher education and the challenges facing community colleges.

Project Outcome

1: Reason for completion

A: Columbus State has completed Phases I and II of the master planning process. These two phases involved engagement with internal and external stakeholders, data collection and analysis. The work of Phases III and IV will result in a composite College Master Plan, integrating all of the major planning issues and providing design direction for the future development of the College.

2: Success Factors

A: Columbus State successfully:

- Collected and analyzed demographic, population and high school graduation data trends to project enrollment growth and facility needs through 2025;
- Engaged community and civic leaders in identifying master planning needs that impact the neighborhoods in which the campuses reside, region, four-county district, and state;
- Engaged college stakeholders (faculty, staff, and students) in identifying future needs of the College;
- Conducted a comprehensive analysis of the College's facilities, utilities, classrooms, labs, office resources, and parking assets on both campuses and all regional learning centers

Please go to the master planning web site to see copies of the reports completed during Phases I and II.

<http://www2.csc.edu/about/master-planning/feedback.shtml>

3: Unsuccessful Factors

A: Phases I and II were successful and Columbus State benefitted notably from the quantitative and qualitative data that were gathered, and earned good marks from stakeholders for the extensive outreach. However, Phases I and II took longer to complete than we had anticipated, due to the significant amount of data that was collected particularly about our facilities and space usage, and the expansiveness of stakeholder outreach.