



COLUMBUS STATE COMMUNITY COLLEGE

College Vision & Goals

October 7, 2011

OBJECTIVES

- ❑ To provide a strategic planning framework as a foundation for a process that will establish Columbus State’s vision, as well as its strategic priorities for the next 3 – 5 years
- ❑ To provide an overview & assessment of Columbus State’s current internal and external environment
- ❑ To discuss an emerging future vision for student success and attainment & a culture of completion at Columbus State
- ❑ To discuss the gap between Columbus State’s current environment and its future vision
- ❑ To identify key strategic priorities that will close the gap



AGENDA

9:30 – 10:00	<ul style="list-style-type: none">• Objectives, Introductions & Process Overview
10:00 – 10:45	<ul style="list-style-type: none">• Columbus State 2011: Environmental & Organizational Assessment
	<ul style="list-style-type: none">• Discussion of Environmental & Organizational Assessment (Table Groups)
10:45 – 11:30	<ul style="list-style-type: none">• Columbus State 2021: An Emerging Vision
	<ul style="list-style-type: none">• Discussion of Emerging Vision (Table Groups)
11:30 – 11:45	<ul style="list-style-type: none">• Break
11:45 – 12:15	<ul style="list-style-type: none">• Gap Analysis & Report Outs (Groups of 3)
12:15 – 1:00	<ul style="list-style-type: none">• Identification of Strategic Priorities
	<ul style="list-style-type: none">• Wrap Up



INTRODUCTIONS

- ❑ **Name & position**
- ❑ **Length of service with Columbus State**
- ❑ **What most excites you about Columbus State's future?**
- ❑ **What most concerns you about Columbus State's future?**



STRATEGIC PLANNING AS A TOOL

- ❑ **Helps you understand the here and now**
- ❑ **Focuses everyone on what matters most to your success**
- ❑ **Identifies the work you need to do**
- ❑ **Engages those who need to make it happen & who will be affected**
- ❑ **Aligns your resources around what matters most**
- ❑ **Provides a framework for decision-making**
- ❑ **Guides reliable performance**
- ❑ **Guided by Columbus State's accreditation framework...**

HLC CRITERIA FOR ACCREDITATION

- ❑ **Criterion One: Mission** - *The institution's mission is clear, articulated publicly, and appropriate to an institution of higher education.*
- ❑ **Criterion Two: Integrity** – *The institution fulfills its mission ethically and responsibly.*
- ❑ **Criterion Three: Academic Programs-Quality, Resources & Academic Support** - *The institution provides high quality academic programs, wherever and however its offerings are delivered (on the main campus, at additional locations, by distance delivery, as dual credit, through contractual or consortial arrangements).*
- ❑ **Criterion Four: Academic Program-Evaluation and Improvement** – *The institution assures the quality of its academic programs and evaluates their effectiveness through processes designed to promote continuous improvement.*
- ❑ **Criterion Five: Resources and Planning** – *The institution's resources are sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges and opportunities.*



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Minimum Expectations:

- 1-1. *The mission documents are clear and precise regarding the nature and scope of the higher education programs and services the institution provides and whom these activities serve.***
- 1-2. *The mission and vision statements are developed through a broad process and are adopted by the governing board.***
- 1-3. *The mission statements and the institution's current capacity are aligned. The vision is realistic in light of the institution's organization, resources, and opportunities.***
- 1-4. *Aspects of the institution's mission beyond its educational purposes— such as pure and applied research, public service, religious and spiritual activities, economic development of the region, creation of financial returns for investors, etc.—do not compromise its educational responsibilities and focus.***

DEFINITION OF TERMS

- ❑ **Vision: Where**
 - *What will be true for your key stakeholders as a result of your mission*
 - *The value you will have delivered*
 - *What you will have accomplished from the perspective of your stakeholders*

- ❑ **Mission: Why**
 - *Your role as an institution*
 - *How you will achieve the vision*

- ❑ **Strategies and Tactics: How and What**
 - *How you will get there*
 - *What specific actions you will take*

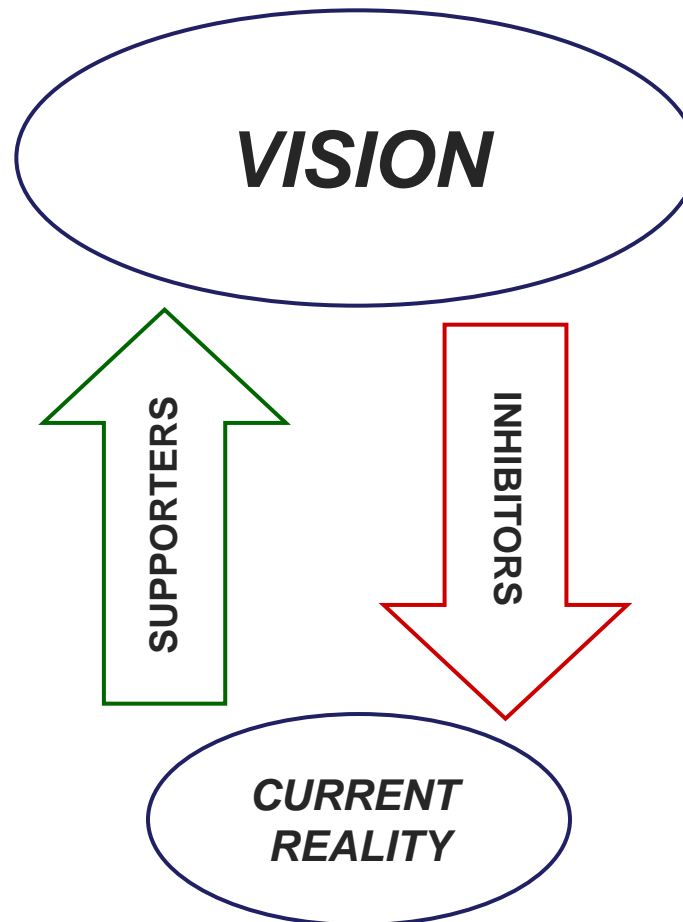
A PLANNING MODEL

It begins by defining a clear vision for the future...



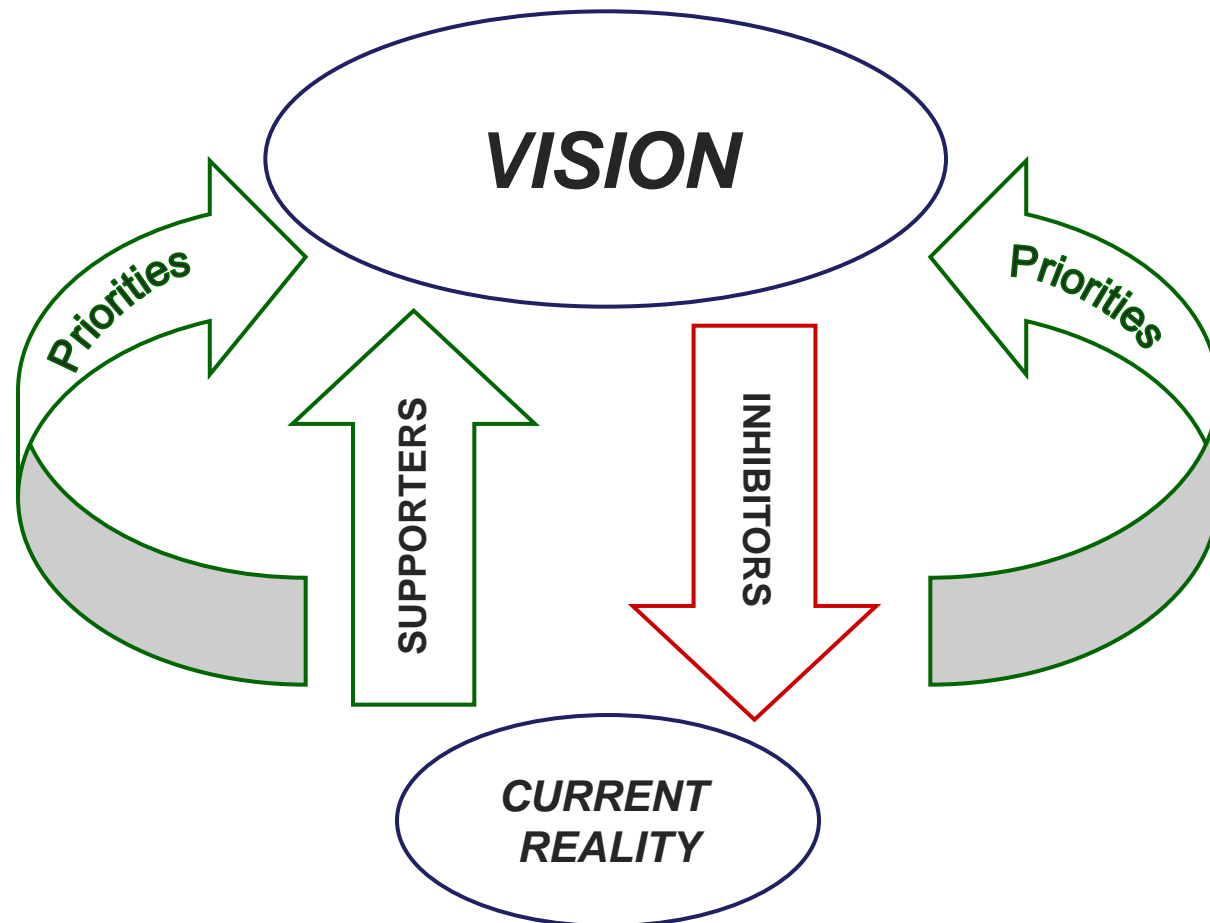
A PLANNING MODEL

...followed by a realistic assessment of what will help or hinder your ability to achieve the vision...



A PLANNING MODEL

...leading to the identification of strategic priorities and plans to achieve them



Current Status

Strengths

- Critical mass. We have the size and scope to do big things.
- Supportive, cohesive Board of Trustees.
- Solid financial position.
- Strategic campus locations downtown and in Delaware. Regional reach with Delaware Campus and regional learning centers.
- Statewide leader in online learning.
- Engaged community stakeholders. Great college town. Leaders understand and value higher education.
- Central Ohio is growing relative to the state.
- Quality matters to faculty and staff. People care about what they're doing and want to do a good job.
- Columbus State is needed now more than ever.

Weaknesses

- Focus has been internal.
- No cohesive strategic plan or academic plan.
- Brand identity not prominent. People know of us, but they don't know about us.
- Data and management information has room to improve.
- Infrastructure (facilities, technology, human resources) is constrained.
- Regional learning centers do not all represent the college well.
- Systems and processes are not aligned with a “completion agenda.” Built for short-term gains.
- Completion rates lag. We are in the earliest stages of moving to a “culture of completion.”
- Columbus State is not top-of-mind among regional leaders.

Opportunities

- Partnerships could lead to dramatic expansion of access to the bachelor's degree, improved college readiness, a powerful regional workforce network, creative facilities arrangements, new funding streams, and more.
- Strategically positioned within the region's portfolio of colleges and universities. Open access institution in a college town. Other institutions need our students.
- Can become the region's recognized leader in workforce development – addressing the 'skills gap.'
- Location in state capital could be advantageous.
- Community colleges are a national priority.
- Community will appear to exist to address the region's big issues (college readiness, workforce development). Many are looking to Columbus State for leadership.
- Columbus is a philanthropic town.
- Energy, enthusiasm, and a little anxiety exist among faculty and staff.
- Financial reserves can be used strategically.
- Ohio has a large population of adults with some college but no degree.
- We have the opportunity to change the equation in college readiness.

Threats

- Costs will rise, so revenues must rise, over time
 - State funding will remain flat or decrease
 - Tuition must remain affordable
- We have realized our cheapest growth.
- Most students are not college-ready. As the need to increase completion mounts, will this threaten our access mission?
- Strategies of partners could change.
- Federal financial aid provides a majority of tuition revenue.
- Fewer high school graduates are in the pipeline.
- Politics.
- Enrollment contraction is a possibility.

DISCUSSION QUESTIONS

- ❑ Based on the SWOT analysis:
 - What resonates for you?
 - What surprises you?
 - What's missing?

Vision

The Columbus Dispatch

August 15, 2021

The Most Important Institution
in Central Ohio

Draft Strategic Priorities

1. Student Success and Attainment
2. Access and College Readiness
3. Workforce Development and Economic Impact

Plus workplace and operating objectives.



Columbus State 2021: AN EMERGING VISION

By 2021, what will Columbus State be known for? What value will we be delivering?

What will our students & stakeholders be saying about us?

- ❑ Students
- ❑ Employers
- ❑ Columbus State faculty & staff
- ❑ Feeder schools
- ❑ Colleges & universities
- ❑ Columbus State communities



GAP ANALYSIS

- ❑ What is going on in the current environment (internally and externally) that *supports* Columbus State's ability to achieve the vision?
- ❑ What is going on in the current environment (internally and externally) that *inhibits* Columbus State's ability to achieve the vision?

STRATEGIC PRIORITIES

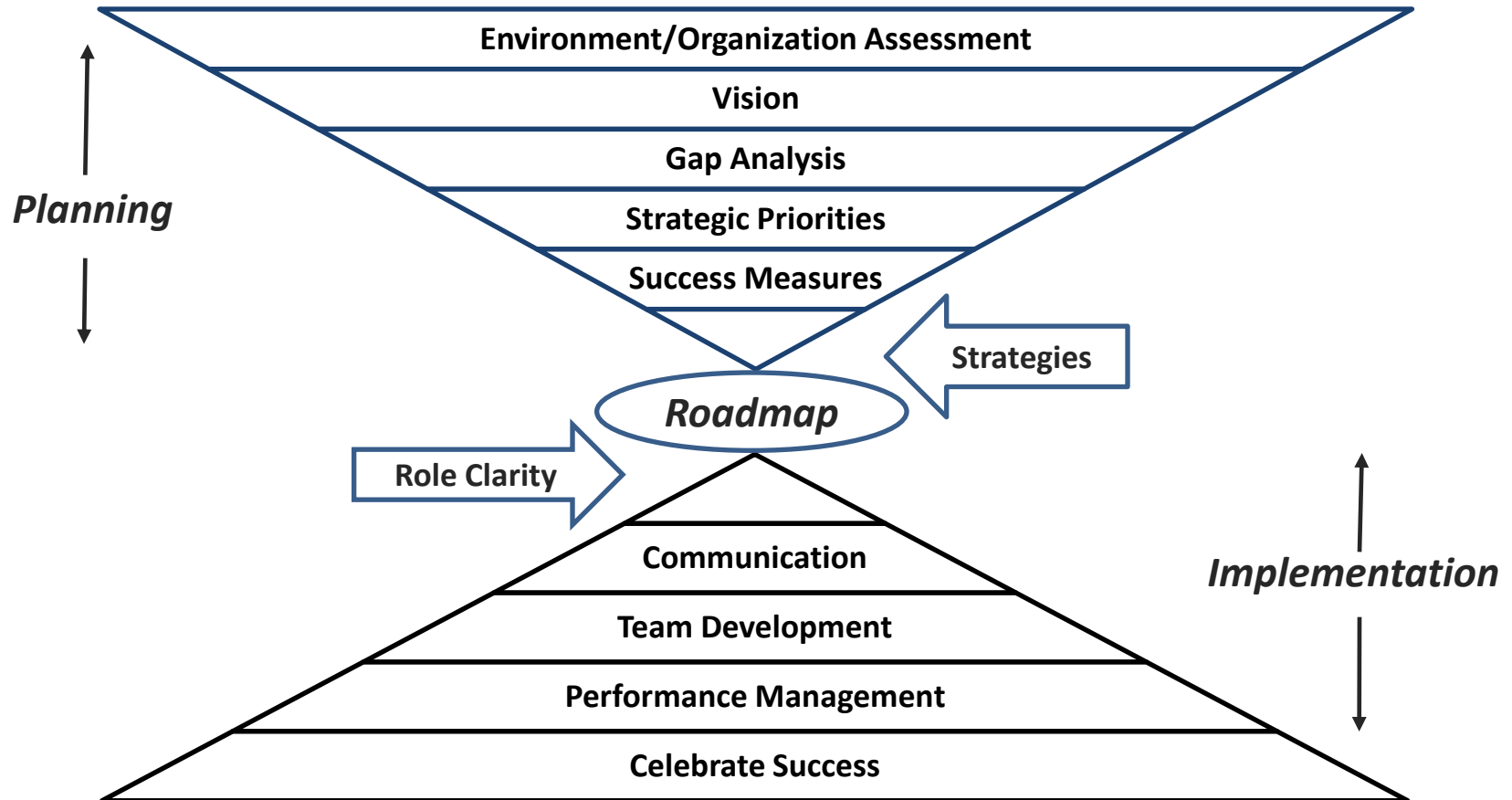
- ❑ **The major areas of work that the organization must address to achieve the vision**
- ❑ **Guides the work of the team for long-term**
- ❑ **Becomes the basis for tactical planning, resource allocation, decision-making**
- ❑ **Strategies, tactics and initiatives will change; priorities generally don't**



STRATEGIC PRIORITIES

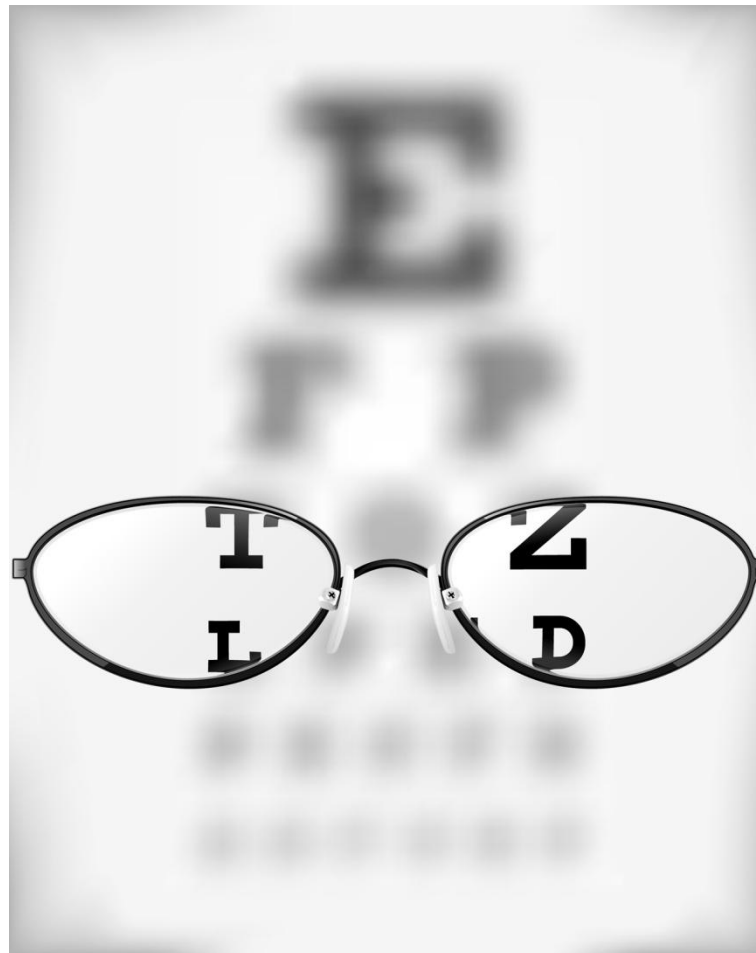
In light of the vision and of the gap between where Columbus State is now and the vision, *what are the 5 most important initiatives that Columbus State should pursue to create as much momentum & leverage as possible toward the vision?*

PLANNING IS THE BEGINNING



LEADING WITH DOUBLE VISION

*Keeping one eye
focused on the
urgent matters of
the day...*



*...and the other
fixed on how you
will thrive
tomorrow.*