

**Columbus State Community College  
Strategic Planning Steering Committee  
September 7, 2012**

**Dr. Harrison's Reflections:**

- We are changing our *mission statement*, not our mission
- We're striving for 80% consensus and 100% commitment!
- Next steps
  - Conversations about connecting this with our existing goals (see Dr. Harrison's PowerPoint), which include the ones we've been pursuing - process of goal definition will likely be through teams including Steering Committee members and other stakeholders
    - Access & College Readiness
    - Student Success & Attainment
    - Workforce Development & Economic Impact
    - Diversity<sup>1</sup> & Leadership Development: Columbus State as a place to work must be purposeful
    - Stewardship & Sustainability<sup>2</sup>
  - Moving forward with strategic planning, we are looking at structures to organize the strategic work effectively
  - Remaining tasks for Steering Committee
    - Final input on draft of vision, mission and values so its completion can be delegated to Dr. Harrison for BOT review and approval
    - Recommend approach for college-wide communication (In-Service; website; town halls) see below for more on communication
  - Working toward a Spring completion of the College's strategic plan, with some flexibility
    - Board meets in March, May and July and any of these would work to seek Board approval

***(Reviewed Student & Alumni Feedback: See PowerPoint for highlights)***

**Reflections on Student & Alumni Feedback:**

- Re: diversity, people want their identities to be noticed and to matter, and then to move past it; embrace people's diversity, and then move forward
  - From the alumni perspective, people described that they were "leaning into each other"
  - The diversity is organic, not engineered

***(Reviewed The Process: How We Got Here – the timeline up to today)***

***(Reviewed changes made to the Vision/Mission/Values document since draft reviewed in the July Steering Committee meeting)***

**Discussion on Vision/Mission/Values document:**

- It doesn't mention alumni specifically
  - We may want the long version to articulate specifically how M/V/V affects key stakeholders including students and alumni
- The first sections mention Central Ohio, but the values section doesn't

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<sup>1</sup> Regarding diversity, we must decide if diversity is a separate goal or if it is part of all goals.

<sup>2</sup> Re: stewardship & sustainability, what is our social compact regarding civic engagement? We might build a diversity aspect into our social compact, but regardless both must be intentional.

- The values describe how Columbus State works, and represent a distillation of the key values that emerged throughout the process
- In the values, “we will” language needs to become “we are”
- Is our mission limited to Central Ohio or not?
  - Some like “Central Ohio” in the vision, but not certain that it works as well in the mission because we serve people beyond Central Ohio
  - Is our core mission Central Ohio?
  - Should it be “Central Ohio and beyond”?
  - Does the word “region” accurately describe where our responsibility is
  - I work at a community college *because* I want to serve my region and my community – if we’re talking about changing/expanding our mission, we need to be clear about it
  - Even our distance learners usually have a connection to Central Ohio – this message has to be clear to the campus community
  - As we grow, we’re going to have to grow outside our region...what does this mean?
  - Dr. Harrison: “I want to be a national leader in serving our region.” When we talk about national reach, it’s not about doing things outside of our region. It’s especially important that it’s clear here, that we are not setting the impression that we’re looking to serve students in, say, Colorado.”
- Vision: “helping to lead...”; is this bold enough? Does it need stronger language? Does the word “helping” put us too far in the background?
  - Try “...and a leader in the transformation...”
  - We need to be careful how we word this, and also make sure we’re getting the word out
  - Fueling, driving, compelling
  - The notion of individual transformation is missing now from the vision?
    - It’s very much a part of the mission, and they go together
    - Continue to highlight individual transformation
  - Transformation – do we need to qualify this to ensure that it’s positive?
- Let’s not worry about modifying it – keep it as simple as possible so people can see themselves in it
- Mission: add the word “challenge” in addition to or instead of inspire
  - Others reacted to “challenge” as having a negative connotation – AND we need to make sure that we’re simple enough
  - Dr. Harrison: We want to make sure the idea of “**personal growth**” finds its way in though
- It feels a little “too homey” – **welcoming balanced with rigor and accountability**
  - “Allowing them to achieve their goals” addressed this
  - The Excellence value also addresses this
  - We offer an opportunity, not a guarantee
  - Tighten it in Student Focus and in Excellence
  - Dr. Harrison: Should “Excellence” mean academic excellence? The bar is high here
    - Excellence: “We will demand quality, rigor and excellence...”
    - No – it needs to be more general – we want to be excellent at everything – even with students, where “excellence” needs to include things like civic responsibility
    - Somewhere, our values need to reflect academic excellence and a high bar for academics
- Reverse “educate” and “inspire”
- Learning – as an important value for our students *and for us*
  - Learning is what happens here and is at the root of the transformation
  - Educate is *what we do*; learning is *what happens*
  - “Educate” can be conceived as confining; learning happens everywhere
  - Learning and educate are both important
  - “Lifelong learning” is an important idea and ideal
- Should “people” be “student” in the mission statement? (Dr. Harrison)

- ...To welcome, educate and inspire our students in the achievement of their goals
- Others completely disagreed – we’re talking about the community – is the mission, the “why” we exist, only students?
  - It really narrows the meaning
  - It needs to include both
  - It’s implied
  - “To welcome, inspire and educate the people of Central Ohio, and invest in the achievement and growth of our students”
  - Separating “people” from “students” might imply that they’re separate
  - “Students” are not a subset of “the people of Central Ohio”
- Individual Focus – make sure the language is contemporary (not “all walks of life”) and experiential (“different perspectives,” not “from different places”)
- “It feels a little soft – we need to think bigger, be bolder”
- “The front door *to* higher education” or “the front door *for* higher education”?
  - Is the whole thing too limited
  - It’s ambiguous enough for people to figure out what it means to them
  - If you already have another degree, it’s not actually the *front* door
  - Maybe “gateway,” “pathway,” or simply “door” or “doorway” is better – (note: this seemed to be a very important and resonant metaphor for people)

#### Input on Communication:

- The process
  - Three tracks:
    - Departmental meetings
    - Asynchronous piece on the website
    - In-Service
  - Will plan one-hour meeting to finalize communication plan – let Lisa/Sue know if you do not want to participate in the communications process
  - Materials will be delivered to the Board for review and approval prior to In-Service
  - Unveil at October In-Service
    - Set up some face-to-face options at In-Service
  - Follow up In-Service with college-wide sessions to discuss, and present as a completed package that was developed as part of a months-long, highly inclusive process
    - Asking for buy-in, not input
    - There must be a template/discussion guide/script so that there is consistent facilitation
      - “How do I live this, embrace this, incorporate this?,” not “What do you think of this?”
      - Committee members attend faculty meetings
    - Logistics
      - Some face-to-face sessions
      - Use synchronous technology to make sure everyone can participate (WebEx)
      - Include a link on Strategic Plan website to a video/recorded version that’s always available
      - How to include adjuncts? Do we need an incentive?
  - Needs to find its way into orientation processes
  - Everyone should have a copy
- Need to make sure people understand that we were involved
- From Clarmont McKenna: Effective communication includes 5 elements
  - Inspiration
  - Challenge
  - Clarity

- Being task-specific
- Inclusion
- Need to use our values to deliver the message
- Include some of this in branding/external communication

#### **Closing Thoughts:**

- It's exciting
- How do we fold this into what we do? How does it impact our work? It's a culture shift.
- When hiring, people need to be aware of the mission & vision statement.
- Needs a little more "pop", a little bolder, a little tighter, but it's close
- Look forward to taking it out to the community
- Want to make sure that diversity is intentional – no one can feel undervalued or marginalized
- Bam!
- It might help if there was video with people saying these things – we need to show how we live this
- I like where we're ending up
- Thanks to everyone in the room for their collegiality through the process
- It's so much better than our current mission statement – we will have something much more memorable and that embodies us – and I like that we're talking about making it a central focus -
- It's been great to hear the different viewpoints and it's important to see them reflected in the document and look forward to anticipate seeing it reflected in our daily work
- Thanks to everyone for the journey – it's been great to interact with people I don't get to usually
- Have enjoyed the process and learning other perspectives
- This is so exciting - and it's an incredible opportunity for this group to represent this and keep it alive and be a part of something truly great
- I've been so impressed with how ideas came out and what we ended up with – we have a living document that will define how we move forward – it's not just about one thing, it's about everything
- It's important that it be an honest & thoughtful representation of what the institution is and where it's going – the process was so honest and interactive, so the result will be too
- I appreciate that Dr. Harrison and the leadership of the College brought together such a cross-section of the perspectives to do this work
  - It's been interesting to see our common ideas emerge from our diverse ideas
- Have really enjoyed the process and hearing the multiple perspectives – would like to see it included into performance reviews, tenure reviews (to ensure we're living it) – "my 100% is in this document"
- It was an interesting process at a time when I was learning about the process (in my master's program) – the fun part will be in introducing it – people will be pleasantly surprised
- It's been interesting to see the work that goes into this – and I'm excited to see how I can bring this to my department's vision statement
- It was painful, but worth it!
- Thanks to everyone for offering their perspectives. We don't get to hear it in our everyday lives. It's not easy to come to consensus in academia...