

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.
- Conditions could change quickly.

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.