Civic Engagement Strategic Planning Forum

Framing a Strategic Goal for Our College Strategy

Columbus State Community College (CSCC) intends to move forward with a campus strategy that focuses on three primary or strategic goals: STUDENT ACHIEVEMENT, WORKFORCE DEVELOPMENT, and CIVIC ENGAGEMENT. On February 7, 2013, CSCC convened two Strategic Planning Forums to deal with the workforce and civic components of the planning process. Participants were challenged to work in the context of the campus VISION (Columbus State Community College is Central Ohio's front door to higher education and a leader in advancing our region's prosperity), and MISSION (to educate and inspire, providing our students with the opportunity to achieve their goals). These sessions were attended and driven by a wide range of faculty and staff, and encouraged by the participation of practitioners and colleagues who were already engaged in elements of civic and/or workforce curriculum, civic and employer partnerships, philanthropy, and programs. These FORUM Notes are designed to lay out overall successes of the CIVIC ENGAGEMENT FORUM, outline the agenda used in support of the discussion, and identify critical areas of consensus and debate. Raw data on potential goals and metrics from small group discussions are included in the Appendices. Electronic polling results (Fairfield Index's Catalytic Engagements) are included in the body of the FORUM Notes.

Summary

Over 80 members of the CSCC family convened in the CEWD Ballroom on February 7, 2013, to discuss potential language for one of three strategic goals in the campus strategic plan. Dr. David Harrison, President, challenged the participants to, "gather and organize perspectives and encourage critical thinking in a manner that informs the strategic planning process." He challenged the team to answer critical questions of: what is our identity; what do we want to be known for; how should we communicate; how should we partner with companies and industry sectors; and what are we willing to learn? Participants communicated their perspectives on the definition of "civic engagement", identified language that matters most in the creation of a "civic" strategy, and shared perspectives on colleagues' and their own understanding of the work CSCC currently takes on to promote high performance civic engagement. The afternoon of work was not intended to be a policy meeting or produce a final statements of GOAL and METRICS, but designed to seek consensus where possible, uncover differences in opinions and nomenclature, and gather a roster of suggestions for the planning process. The FORUM produced jump-starter GOAL STATEMENTS that emphasized **investments that empower students and community to thrive, and holistic and relevant resources for students and the entire campus community.** Participants drafted a deep roster of potential, supporting metrics, which could serve as proof of goal impacts over time. Both the GOAL STATEMENTS and roster of METRICS will be delivered into the planning process. Participants provided important counsel on a GOAL STATEMENT that may serve two worthy purposes: removing barriers to coursework and career for students and families, and connecting the right CSCC resources to community partners to solve public problems. Nearly every participant asked for the opportunity to review these FORUM NOTES and 99% desired updates on the process or the ability to follow the strategic planning very closely over time. The FORUM also served to orient participants on the past and ongoing successes of CSCC when engaging on community issues, needs, and opportunities, and 86% indicated they learned something new about campus strategy, programs, or community during the morning of work.
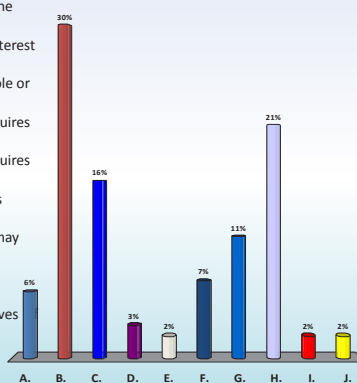
Why are you here today? (Pick 2)

A. I was asked by a peer or leader in the College community
B. "Civic Engagement" is an area of interest for me
C. My work at CSCC is focused, in whole or part, in "Civic Engagement"
D. My research and/or curriculum requires student "Civic Engagement"
E. My research and/or curriculum requires my own "Civic Engagement"
F. I want to understand where CSCC is engaging on this topic now
G. I want to understand where CSCC may engage on this topic in the future
H. I want to participate in strategic planning at the campus level
I. I want to learn about the perspectives our President and other CSCC leaders
J. Other

Agenda

The FORUM agenda was designed to progress in seven steps:

➤ Request for Assistance and Support from Dr. Harrison

➤ Examination of Definitions of "Civic Engagement"

➤ Reasons for a Civic Engagement Goal/Why Now?

➤ Perspectives on Successes in Civic Engagement thus Far

➤ Drafting Strategic Goal Language

➤ Drafting Potential Metrics/What is our Proof of Success?

➤ Review and Next Steps

The published agenda included:

12:30 p.m.	**Registration and Networking**
1:00 p.m.	**Welcome and Purpose of Forum** | Dr. David Harrison

✔ ☑

Business of the Day \| Don Upton, President – *Fairfield Index, Inc.*

Context: Perspectives on CSCC and the Community Network \| Harrison

Successes and Breakthroughs thus Far

Nancy Case, *Interim Dean – Community Education and Workforce Development*

Kimberly Rhyan, Director – *Student Life*

Don Ricker, Instructor – *Sociology/Criminology*

Partner's Perspective

Matt Habash, *President and CEO – Mid-Ohio Foodbank*

✔ ☑

Constructing a Strategic Goal for Campus and Community \| Upton

Workshop #1 – Strategic Goals/Table Discussions

Results of Strategic Goals Drafting – Plenary Discussion

✔ ☑

Designing Metrics/Proving We Mean Business \| Upton

Workshop #2 – Designing Metrics/Breakout Rooms

Results of Metrics Sessions – Plenary Discussion

✔ ☑

The Whole Picture:
Gathering and Drafting Results and Next Steps
Harrison and Upton

4:30 p.m.	**Adjourn** | Harrison

✔ ☑ **= Electronic Polling**
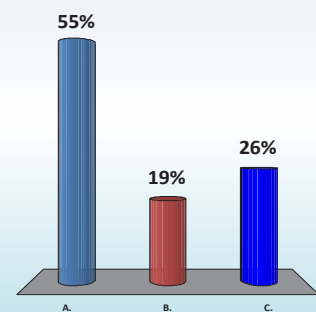
Key Perspectives from CSCC Participants

Electronic polling indicated participants invested time in attending the FORUM because: "civic engagement" was a personal area of interest; participation in strategic planning at the campus level was of particular interest; and work at CSCC/personal assignments was focused on the topic, in whole or part. (see page 1, inset)

Campus planning will be meaningful to participants, in priority order, if it: relates to participants' own, personal work and assignments with the larger CSCC enterprise; connects participants to other departments and activities; and confirms expectations for the CSCC brand/identity.

Participants also communicated that the most important thing planning will do for colleagues is relating their own work and responsibilities to the larger enterprise, connecting them to other departments and activities, and confirming expectations for the CSCC brand/identity.

CSCC is "Civically Engaged"

A. Yes
B. No
C. Unsure

55% of participants believe CSCC is "civically engaged"

Many participants had additional civic and philanthropic connections to the Central Ohio community.
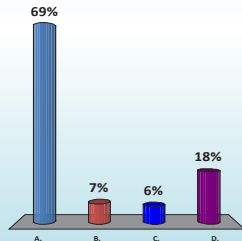
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Do you play a volunteer, fiduciary, or professional role in any area civic organization, including:

- NFPs
- Public-private partnerships
- Social services agencies
- Workforce organizations
- Economic development organizations
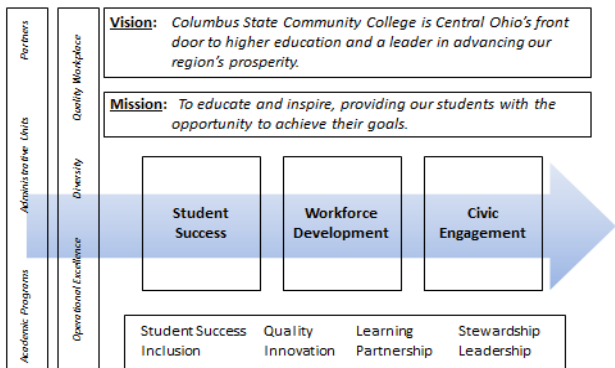- Arts and cultural initiatives?

A. Yes
B. No
C. No, but used to
D. No, but want to

Strategic Planning Overview; Why Now?

Dr. Harrison outlined a planning process that emphasizes simplicity, campus-wide connections, and scale. As a part of this process, it was important to articulate only three GOAL categories. They include STUDENT SUCCESS, WORKFORCE DEVELOPMENT, and CIVIC ENGAGEMENT. He asked participants to use "civic engagement" as a category or topic for discussion and welcomed alternative goal language.

Our Mission Model

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

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

Student Success | Workforce Development | Civic Engagement

Student Success / Inclusion | Quality / Innovation | Learning / Partnership | Stewardship / Leadership

The mission-based model was presented as a reminder of the campus VISION and MISSION.

Dr. Harrison raised a number of data points, trends, and some areas of meaningful momentum to set the stage for the afternoon or work.

These items included:

The American Community Survey on Poverty Rates indicates Columbus is 15.6% below the poverty level, with African Americans and Hispanics at 30.4% and 33.8% respectively. Of 16 subject metro areas, Columbus ranked at the bottom and trending downward. (U.S. Census Bureau, 2009)

Student need has increased in 15 of 16 Franklin County School Districts (KidsOhio.org)

Individuals and families are confronting the need to use precious financial resources on immediate needs of food, clothing, and shelter rather than preparing to compete in the workplace

Early discussions with social service agencies are ongoing to better connect CSCC students with needed services. Initial campus partnerships as of Fall 2012 include:

- Franklin County Department of Job and Family Services: full-time case manager at Columbus Campus serving 350 students
- Ohio Benefits Bank: HarvestCorp volunteer assigned full-time to Columbus Campus to help students enroll and access services
- ADAMH: collaborated with Counseling Services to provide a 2-day workshop, "Mental Health First Aid", for student services staff, enabling them to better identify students in need and provide referrals
- Drug Free Alliance: working with staff to bring substance abuse awareness, education and prevention to our students this year

Positive momentum is taking place in:

- Academic programs with deep community ties
- Service Learning Committee
- Clinical rotations, internships, job placement
- Transitional workforce programs
- International experiences
- Economic impact potential

Dr. Harrison asked participants to consider opportunities to lead using the following questions:

➤ What can we do for our community?

➤ What experiences do we want for our students?

➤ How can we provide services to students in need?

➤ What are our opportunities?

➤ What are our responsibilities?

Perspectives on CSCC and Civic Engagement

Successes and breakthroughs thus far were presented by: Nancy Case, Interim Dean – Community Education and Workforce Development; Kimberly Rhyan, Director – Student Life; and Don Ricker, Instructor – Sociology/Criminology. A community partner's perspective was presented by Matt Habash, President and CEO – Mid-Ohio Foodbank.

1. CSCC is making good progress in providing students with a centralized resource to deal with a variety of fiscal, social, logistical, and family barriers to coursework and career.

2. Part of CSCC's civic engagement may include the scaling of programs to connect current and future students, and communities to the "front door" mission of CSCC.

3. CSCC should think creatively about where it has the highest impact when it partners with community organizations, from logistics and market research, to volunteerism and campus communications.

4. When partnering as individuals with community organizations, individual faculty and staff may see new ways to connect their single volunteer tasks to curriculum and experiential learning for many.
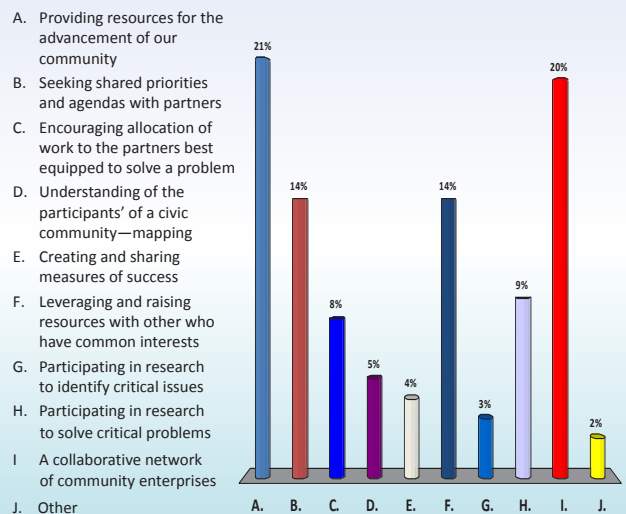
5. There is an interest in exploring effective ways to communicate community or community partner needs, cross-department, so that the right resources, student learning, volunteerism, and/or curriculum may be applied to solve public problems.

6. Community partners are employers too. They have business models, requirements for the right talent, and incumbent worker training needs.

Defining "Civic Engagement"; and Understanding Our Ongoing Roles on Campus

Favored definitions of "civic engagement" were: providing resources for the advancement of our community; a collaborative network of community enterprises; seeking shared priorities and agendas with partners; and leveraging and raising resources with others who have common interests.

For the sake of planning discussions, what is the best definition of "Civic Engagement"? (pick 3)

A. Providing resources for the advancement of our community

B. Seeking shared priorities and agendas with partners

C. Encouraging allocation of work to the partners best equipped to solve a problem

D. Understanding of the participants' of a civic community—mapping

E. Creating and sharing measures of success

F. Leveraging and raising resources with other who have common interests

G. Participating in research to identify critical issues

H. Participating in research to solve critical problems

I. A collaborative network of community enterprises

J. Other

A.	B.	C.	D.	E.	F.	G.	H.	I.	J.
21%	14%	8%	5%	4%	14%	3%	9%	20%	2%

Participants believed that their colleagues at CSCC do not have a clear understanding of the work that

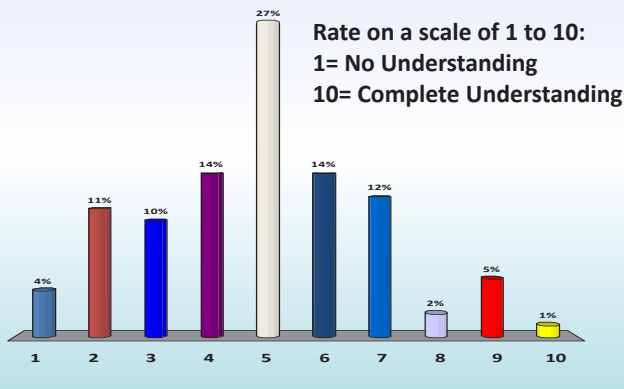is currently done in the civic engagement arena (on a scale of 1 to 10 with 1 = no understanding and 10 = complete understanding, participants rated 8% 1, 13% 2, 24% 3, 18% 4, 23% 5, 8% 6, and 5% 7).

My colleagues at CSCC have a clear understanding of the work we currently do for our community, campus-wide.

Rate on a scale of 1 to 10:
(1 = No Understanding
10 = Complete Understanding)

When considering their own understanding of the work CSCC does for its community, 66% of participants rated themselves a 5 or less.

I have a clear understanding of the work we currently do for our community, campus-wide.

Rate on a scale of 1 to 10:
1= No Understanding
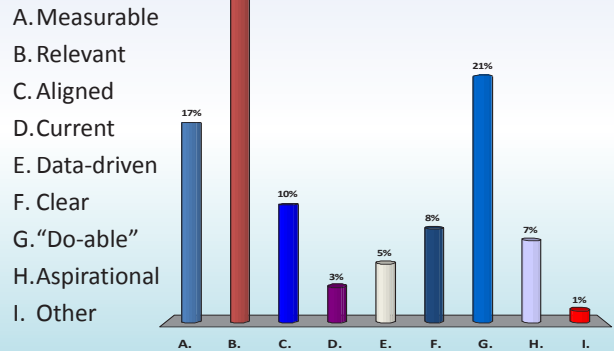10= Complete Understanding

Drafting a Strategic Goal

Participants were asked to work in small groups to draft a STRATEGIC GOAL with the following guidelines in-mind:

➤ "Doable"

➤ Understandable

➤ Implies/demands a METRIC

➤ Repeatable

➤ Not "Over the Mountain"

➤ Driven by an Adjective

Before convening in smaller teams, participants identified what words should "matter most" in creating a shared, campus-wide goal. There was a strong indication that RELEVANT, "DO-ABLE", and MEASURABLE were top expectations.

Rate the words that should matter most as CSCC considers a "Civic Engagement" Strategy (Pick top 3)

A. Measurable
B. Relevant
C. Aligned
D. Current
E. Data-driven
F. Clear
G. "Do-able"
H. Aspirational
I. Other

Draft goal statements, based on a plenary discussion or small team discussions, included (with polling results on what goals have the greatest impact on the region):

A	Holistic and relevant resources for student, faculty, staff, and community success	**31%** Favored
B	Decisive, collaborative elimination of barriers to community, students, faculty and staff success	**17%** Favored
C	Well-connected resources to cultivate prosperity	**13%** Favored
D	Outstanding investment in resources that empower students and community to thrive	**39%** Favored

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Dominant terms for future consideration in STRATEGIC GOAL development included: OUTSTANDING INVESTMENT, RELEVANT, HOLISTIC, and EMPOWERED STUDENTS. There was a clear expectation that collaborative networks and partnerships be organized and managed with discipline and clear outcomes in mind.

Afternoon discussions on these drafts included the following critical questions:

▶ Is it useful or divisive to list the independent components of the campus community, i.e. faculty and staff, or speak to the resources as a whole?

▶ How do we select the partnerships that work best and utilize the true strengths of CSCC?

▶ Is our community engagement focused on ensuring our students have the resources, mobility, and assistance they need to focus on career-building or is there a separate responsibility to our region and its communities?

▶ Are we doing all we can to simplify pathways for students and prospective students when they have a barrier to engaging in curriculum, training, campus life, on-line solutions, etc.?

▶ Handle the term "leverage", as in "leveraging resources and partnerships", with care because it suggests directives instead of collaboration.

All small group input for STRATEGIC GOAL language is found in APPENDIX B, and commended by participants into the campus planning process.

Metrics – Proving We Mean Business when Stating Our Goal

Participants offered a roster of potential METRICS in support of item D and with consideration of B, above, based on the following standards:

➤ A great goal demands a METRIC

➤ Provide proof of the goal

➤ Articulate what success should look like

➤ Answer the question: How do you know you are achieving the intent of the goal?

Results were developed in four breakout groups and presented in a plenary session. Complete raw results

on potential metrics are included with this summary as APPENDIX A, and commended by participants into the planning process. Metrics tend to fit into four categories: process; funding; tactical; and strategic/global. Highlights included:

Elimination/Decline in Poverty

Number of New Programs

Number of Graduates

Number of Students and Faculty Utilizing Services

Employee Engagement in Community

Overall Charitable Giving

Alumni Involvement and Investment

Funding Attracted for CSCC Projects/Grants

Funding Attracted for Partner Projects/ Collaboratives

Measuring and Benchmarking Sister Institutions

Document Collaboration Across Departments – Value-add

Measure the Impact on the Capacity of Other Organizations to Serve the Community

Brand Association – Our CIVIC ENGAGEMENT Goal Relative to Our Ultimate Reputation

Establish System to Evaluate Needs of Community

Clarify What CSCC Offers

Measure Scalability/Scaling of Key Partnerships

Establish Map of all Delivery Systems and Actual and Potential Partners

Faculty Evaluation Questions to Students about Non-academic constraints

Buy-in from CSCC Leadership

Elimination of Barriers to Access Education

Take on the Needs of Non-students on Campus

Strategic Decisions Regarding Campus Capabilities and Community Needs

Community Resources that Empower Students

Matchmaking Relative to Student Interests and Campus Resources

Intentional/Purposeful Partnerships for Measurable Student Success

Document Successes

Matching and Mapping

Consultants' Note: Participants provided constructive concerns throughout the afternoon of work regarding "all-encompassing" statements about civic engagement, when two very different areas of focus are involved. For civic engagement that focuses on addressing student and family barriers to participation in coursework and career development, there is one customer or beneficiary set. CSCC's work with community partners may overlap regarding the root causes of student and family barriers to education and training, but this focus area is designed to ensure strategic connections between campus resources and the needs of communities who call Central Ohio "home". There was no disagreement regarding these two areas of focus but some bifurcation of the STRATECIC GOAL, or perhaps its sets of metrics, may be useful to ensure clarity.
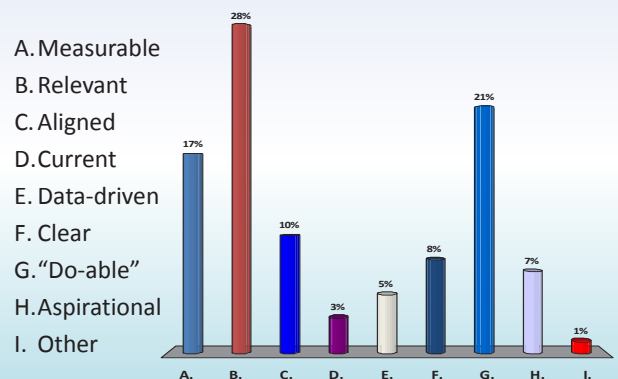
Next Steps; and Post-FORUM Engagement and Interests

Participants had a strong desire to review and comment on these FORUM NOTES.

Also, 99% of participants desired updates on the planning process or the ability to follow the planning work very carefully over time; and 50% believed they have additional information that is pertinent to the planning process. It is possible that an additional

25% may, upon further reflection, have information to share post-FORUM. Dr. Harrison committed to exploring a process of participant review and comment in the weeks to come, and is considering how to tap into a smaller, representative team from the FORUM to further verify and test results.

Rate the words that should matter most as CSCC considers a "Civic Engagement" Strategy (Pick top 3)

A. Measurable
B. Relevant
C. Aligned
D. Current
E. Data-driven
F. Clear
G. "Do-able"
H. Aspirational
I. Other

Resources for further study include:

- Columbus 2020 (http://columbusregion.com/invest-in-us/)
- Buckeye Top Fifty: 2008 – 2018 – Ohio's High-Wage Occupations In Demand/Ohio Department of Job and Family Services (http://ohiolmi.com/proj/projections/ohio/Buckeye50.pdf)
- Pathways to Prosperity Project/Harvard Graduate School of Education (http://www.gse.harvard.edu/news_events/features/2011/Pathways_to_Prosperity_Feb2011.pdf)
- A Stronger Nation through Higher Education/Lumina Foundation (http://www.luminafoundation.org/states_landing/a_stronger_nation_through_education/)
- The Central Ohio Compact (http://www.cscc.edu/about/summit/)

Contact Information
For more information on
the planning process, please contact

Kimberly Hall
Chief of Staff, Columbus State Community College
Email: khall46@cscc.edu

APPENDIX A

Civic Workbook Raw Transcriptions
Building Blocks / Discussion Notes

Eliminated poverty
Eliminating barriers to access education
Enhance the lives of our appropriate programs
CSCC is committed to eliminating barriers and providing access to programs that enhance early childhood education by supporting families

Awareness of issues
Communication
Students and employees
- Non-students on campus, also

"We help people change…"/crossroad
Need to define who we serve

With the goal of reducing poverty, positively impacting the community, and relevant, data-driven, do-able creating awareness of the connectedness between the college, the community, and students.

- Doable
- Understandable
- Implies a metric
- Repeatable
- Not over the mountain
- Driven by an adjective

Engagement has to be "strategically diverse"
- Outside of our comfort zone
- How? Focus = Strategic

Resources at CSCC – merging resources of community impacts the community. How?

- Matchmaker between college and community make students more aware of how they are the community the resources of college with the needs of community.

Worksheet – Draft Goals:
Service projects for 20% of students at CSCC

Adjectives:
Thriving
Expanding
Growing
Prospering
Impactful
Transformational
Meaningful
Empowering
Cultivating
Mapping
Sustaining
Engaging

List the nature, quality, or character of our campus success in Civic Engagement:
Partnerships
Student success
Random outlier
Access to opportunity
Pockets
Focus
Disconnected

APPENDIX A *continued*

Aspiration & hope
Personal passion
Cycle of service
Place in the world
Engage today, tomorrow

1. Growing partnerships to empower student successes through civic engagement.
2. Engaging passionate partners to foster student success.
3. Purposefully growing/cultivating/fostering... mutual partnerships for the advancement of student success.

Purposefully cultivating college & community partnerships for the advancement of student success.

GOT –
Ohio Benefit Bank

- food drive on campus
- urban garden (Delaware)
  o involve land students
  o use BMGT students for advertisement
- collaboration with internal and external partnerships
- post on website and throughout campus the different resources available

Role of service learning in civic engagement

Service learning vs. volunteering - creating a common language

We have an obligation to support our students. We have an obligation to support our community. The college is dedicated to providing holistic and relevant support for our students and the community.

Understanding and interpreting data (fabric in our city)
Dedicated database not replicating
Include employee in service
Open better lines of communication
Helpdesk for students/staff
Properly trained staff/faculty
Recognized service in addition to staff employee
Culture of service
Create a culture of service within the college (advocate)
Assist pentagon build

APPENDIX B

Civic Workbook Raw Transcriptions
Draft Goals / Discussion Notes

CSCC is committed to eliminating barriers and providing access to programs that enhance early childhood education by supporting families.

Effectively encouraging student success through assistance with access to basic needs and supporting employee engagement in community priorities.

We will be a national leader in civic engagement by developing deep, meaningful partnerships to connect the resources of the college with the needs of the community and to connect the resources.

Purposefully cultivate thriving, college and community partnerships for the advancement of student success.

Coordinate relevant and impactful resources while redefining the terminology of "need" delivered within our campus and surrounding communities.

Partner with more social service agencies to help our students on our campuses. Develop a case management model, not a referral system.

Should we require a service component for scholarship recipients?

Desire to increase the availability of non-academic resources to support student success, persistence, and retention through creating and sustaining partnerships and collaboration.

CSCC will create, establish and develop a student-faculty staff contingency to provide effective assistance.

The college is dedicated to providing holistic and relevant support for our students and the community.

Create best practice.
Collaborators to meet needs and serve others as leaders in the community.

Columbus State Community College has a responsibility to invest in and leverage community resources that empower students to thrive and contribute within our community.

Match the extra ordinary assets of CSCC with the outstanding need of the community.

Create a dynamic culture of service/advocacy within CSCC that match the extraordinary association of CSCC with the outstanding hearts of the community.