

COLUMBUS STATE COMMUNITY COLLEGE

*Interview Guide*

*March/April 2012*

**1. As you think about the needs of your organization and about central Ohio employers in general, how would you describe the workers that will be required to compete successfully in the coming years?**

- Central Ohio economy, though it does have some strong manufacturing elements (Honda, others), is generally a service based economy; principal industries include insurance, education, healthcare, government place a high priority on:
  - Financial literacy/capability
  - Understanding of business practices & how these practices are expressed in specific industries (non-profit, criminal justice, healthcare etc.)
- There's always a divergence between evolving needs of the labor market and what the education market can produce – it takes time for educational institutions to adapt to the changing needs of the business community – need to work closely with the business community to make sure we understand their needs & adapt to better serve them
- They're going to need to be able to be critical thinkers – must be good at this
- Able to manage change
- Lead other people
- Work on teams
- Synthesize data
- Write & speak well
- Communicate your ideas to decision-makers
- Political savvy
- Great work ethic
- Soft skills (communication, etc.), problem-solving skills (creative, innovative, outside-the-box thinking),
- Subject matter expertise - IT gap analysis just completed by TechColumbus - business analytics is huge
- Need to expose more people to entrepreneurship, which goes hand-in-hand with innovation – need to connect talent supply chain to innovation earlier in their lives – need to inspire people, educate & train people at an early age; also people being downsized & who need to make transitions – OFEE/Sandy Dickinson – not sure where people go now
- Breadth and depth are both important
- Basic skills - Columbus State plays a role – unfortunately – in teaching young people what they should have learned in high school – by default - unfortunately young people don't get basic reading, writing & arithmetic in large urban districts – needs to be shifted back to where it belongs
  - You'd assume a basic foundation of skills coming into college but it is what it is
  - Can go to Columbus State while still in high school – can get Associates degree with high school diploma – very critical
- The notion of being an educational generalist still has some value, but the workers Columbus State is training will need very specific technical skills that will evolve over time
  - May mean someone who is trained in logistics must transition into the computer industry, for example, or someone who is a medical technician will transition to a higher level of medical knowledge/awareness/practice/education because of Columbus State
  - There's not a great deal of certainty – need to prepare people for jobs on the immediate horizon but also be thinking about how these skills can be the basis for future learning/higher order skills
- Can't really say out 10 years – pace of change is getting faster and faster so that needs can be dramatically different in just a few years
  - Community colleges are going to have to get very close to business leaders with the need for rank-and-file workforce to understand their needs as they change over time
- We have skilled tradesmen who make mid-\$60s & have been here for decades – these jobs don't exist anymore – new folks who will make \$35/year need very sophisticated computer skills
- It's a different world because of globalization of work & people in less developed countries are willing to work for food, though this is changing
- We could go from needing wind farmers to fracking in a nanosecond
- Across the spectrum – very diverse economy
- Will be seeing growth in many different job sectors
- Everything from PhD scientists to technicians on manufacturing production lines
- Leadership

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- Common sense
- Reliability
- Non-technical skills -- general platform on which to build
- Employers looking for individuals who have a work ethic – who come to work, can work on teams, follow through, work with others. Too many of our students don't have parental models to learn this. They are truly exhausted from adult-like responsibilities, and easily drop out or don't go to work. We need to build these skills, as parents don't.
- Columbus State has never been more relevant to the Columbus economy than it is today
  - Economics of college education – the matriculation agreements are so powerful and economically astute
  - Stigma of going to community college has gone away
  - Adult ed component – retooling of skills for unemployed adults, attainment of certification to launch underemployed/unemployed adults with some barriers to employment
  - Columbus State can put them in position to succeed
- Dr. Harrison has arrived at the right time – superb partner, open to establishing new partnerships
- Working with power brokers of community to ensure Columbus State role/relevance
- Very industry-specific in terms of what is needed
- Number of studies done (CompeteColumbus, TechColumbus)
  - Logistics, Manufacturing sectors (Compete Columbus)
    - i. Statistics
    - ii. Quality control
    - iii. Manufacturing oriented technical competencies
  - Common theme – retraining/reskilling of existing workers and prep of new workers
  - IT— TechColumbus study
  - Common element – most of capacity of university system is geared towards Bachelors and higher degrees for new entrants into workforce
  - Community colleges – much bigger opportunity on workforce skills – what skills do people need to get and keep jobs? Both new entrants and existing
  - IT – do more hiring of Bachelors and Masters than associates – see them as feeder pool to universities, or as the people who would help retool current workforce
- Couple different dimensions of what these folks and labor pool should like
- Won't necessarily know what the specific jobs will be, but can forecast what the skills will be
- Need to build labor pool that has competencies to adapt to what's needed
- What's needed in community:
  - Sufficient baseline labor pool that has adequate training so they are immediately ready or close to ready for the jobs that will pop up over time
  - Need process for refining those skills that people need for specifics of new industry (e.g. casino workers) – as events come up, can immediately respond and customize
  - Another example – fracking. Probability of it changes daily, but if it goes forward, will have huge implications to the types of jobs that might be available, particularly ripple effect jobs. In order to know what's required, have to have good and deep knowledge of what's going on.
- Elements that are needed:
  - “Translation vehicle” to monitor pulse of what it means to be in this community so can read tea leaves (e.g. TechColumbus, Columbus 2020)
  - Figure out the minimum readiness that people will need in emerging industries
  - Figure out how you can be responsive to needs of a specific industry to refine skills (e.g. Nationwide IT needs)
- Not as straightforward as “we're going to need 500 more bankers”
- Need to be very good at being agile – almost like “just in time” manufacturing. The moment we know something with reasonable clarity, can rearrange the pieces to respond to that need
- Soft skills – punctuality, attendance, adaptability
- Hard skills – develop and have ability to think critically; create new information from existing information
- Grounding in mathematical fundamentals, read/write/express selves orally
- Focused on developing content skills as well as soft skills

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- More skilled workers – both production facilities and highly skilled businesses (engineering, scientists, etc.)
- In manufacturing, used to be able to hire high school grads. No longer.
- Need software understanding, advanced robotics, logistical expertise, more systems approach, more technical skills required in every area

## 2. ***What are the major opportunities that Columbus State can help you and other employers address as the College seeks to educate workers who will support central Ohio's growth and competitiveness?***

- Insurance/risk management
- If you look closely at central Ohio economy, there are other opportunities
  - Areas related to design (media, software) for most contemporary application
  - IT in general
  - Healthcare – allied healthcare is huge
  - Engineering & other technology areas (electrical; mechanical & industrial)
- If you look at principal sectors of the economy, in today's environment (Honda, Worthington Industries, other mfrs), the level of skills & training required on the factory floor is dramatically different & the programs offered by Columbus State are highly desirable by mfg. organizations - community colleges are a terrific asset
- Columbus State is a viable first-choice option because of the lower price
- Three areas:
  - Bigger role in remedial education – how do we help this generation of kids prepare to be successful in college (used broadly, AA or BA) – evidence that 20-40% of college entrants need remediation in math and/or English...From a regional approach, how does Columbus State work with K-12 to deliver remedial courses in high school, not waiting to college...if you start using your grants for remedial courses, you're at a competitive disadvantage...already doing this with Reynoldsburg & others – serves the region in a huge way
  - Dual enrollment: @ Olentangy school district, e.g., who want kids to come out with advanced courses so when they enter they have majority of first year completed – Columbus State has a huge opportunity to work at the high end to graduate sooner, say in 3 - 3.5 years – they could train the teachers who teach these classes
  - Continue to foster articulation agreements/partnership pathways so that when students get their AA they can move into a four-year institution
- Expanding hospital systems need people with credentials
- Much better at workforce development than liberal arts institutions that can't react quickly enough to serve changing needs
  - Columbus State spun up a nursing program fast
  - Hondros College is also good at this
- Education and training of the workforce – there's a difference between the two
  - Training is specific – "I need 15 people trained to be dealers in the casino 6 months from now"
  - Education is more well-rounded
- Be a collaborator and thought-leader in the marketplace - any organization that has a workforce issue should think of Columbus State first – they don't necessarily do it all but they should pull the pieces/parts together
  - They have the visibility and the credibility to do this
- To connect and inspire the workforce that itself may not understand the business opportunities that are out there
  - I get that there is a push/pull between young workers who seek opportunities/jobs and employers who seek credentialed, skilled employees
  - Columbus State is ***the bridge***, but has to treat each one of those groups with so much reverence and respect – the raw talent we have doesn't always see the possibilities from investing in their own development/education – Columbus State has the opportunity to inspire young people to invest in themselves and in their future
  - Columbus State has an opportunity to establish strong relationships with key employers to access constant feedback about what they must do to shape educational opportunities at Columbus State

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- ❑ Can't point to specific data but there's a sense that the number of students who enroll at Columbus State who obtain credentials and/or move on to 4-year degree is shockingly lower than most people would believe –
  - ❑ The opportunity is to change Columbus State from an *activity* - something that people engage in until something better comes along or until they're burned out - to a notion of workforce development and/or degree attainment
- ❑ To the extent that Columbus State can help communicate what it means to be college-ready to public school systems that surround us – that conversation is beginning to gain steam
  - ❑ High school degrees don't mean what they once did – students graduating from high school aren't necessarily college-ready
  - ❑ Close to 25% of college enrollees in Ohio require remediation
  - ❑ Columbus State can work backwards & forwards to ensure college readiness
- ❑ To the extent that Columbus State can help students see that they can achieve
  - ❑ Part of partnerships with high schools is to create “visible learning,” i.e., learning on display, so students can see they can get a college education, that it's possible
    - i. A measureable, meaningful piece of what holds our city back is that so many students don't see college as a viable, realistic alternative in their lives & we don't ask enough of them – schools aren't asking the students to do it, either – we have to give students positive messages & set higher expectations
- ❑ How does Columbus State custom-make and tailor programs to the needs of employers?
- ❑ Agility and flexibility in designing programs to meet specific needs of companies and employers
- ❑ New level of connectivity with business and industry
- ❑ Dave has mentioned a 3-hour course – work readiness - would like to see this offered to all seniors
- ❑ Columbus State can help design curriculum for specific industries – i.e. Logistics, health care. They are nimble and can help bridge the gap between high school and employment. Columbus State can help target the general skills that people will need to compete in technical jobs
- ❑ Partnering with K12 to address remedial skills
  - ❑ Curriculum alignment – English and math - curriculum is pretty good, delivery is not
  - ❑ Curriculum delivery – this is where we're falling down. Columbus State working with our teachers to determine what professional development our teachers need to be able to deliver. They need to help our teachers deliver content. Biggest bang for our buck is to use them and their skills in adult education to do professional development. We haven't typically used them for professional development for our teachers, but since adult education is their sweet spot, we should.
- ❑ Raise profile and leadership of Columbus State – need to tell the story of what it can do for the community. People who are tasked with raising the profile of fundraising/sophisticated story-telling DO understand it – but most people don't understand it. Result of “old school” thinking...tend to be internally focused and not broadcasting their story.
- ❑ Need to have structure/people to be fully integrated in community and tell the story – need more people to do this and right infrastructure
- ❑ David needs people surrounding him that can utilize him appropriately – he needs a high-profile lieutenant. He's trying to put himself in right environments, but he needs a high-profile, credible inner circle (like Gee's)
- ❑ Thinking of itself differently in the community – no longer under the radar, in shadow of OSU and Capital – they are a really important player and need to act that way. Too often, they act as if they are under the radar.
- ❑ Retooling/re-skilling – for example, Nationwide hires lots of people into Claims and Call Centers that probably don't require bachelor's degree
- ❑ To develop skills that are needed by multiple employers in specific fields, e.g. IT
- ❑ Retraining of older workers into new skills
- ❑ Certain that there is no one institution that can meet all need – need to collaborate with universities
- ❑ “JIT” need – Columbus State should be the top of mind answer, both for new job entrants and existing
- ❑ Mass customization of worker training – build the base engine that can mobilize the resources of Columbus State to respond

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- Columbus State has lots of flexibility – are not tied to faculty model; can bring people in as adjuncts to create capacity quickly
- Not many other people who can do this – Columbus State can do it and no one will argue
- get kids college and career ready, help them to develop aspirational career goals, give them access, early success (attainability) and affordability
- We need to nail these things down during K-12 – that’s what we think early college model will do for us
- Our community has been hit hard in the recession and is facing an issue of workforce development. Lots of our residents need reskilling/retooling...Learning Center serves people in the broader community
- Huge opportunity for community colleges
- Ability for people to access at any point in their lives
- Preparing people with specific skillsets, e.g. culinary, logistics, nursing
- Offers bridge to students to enter college, complete college
- Offering easy access to education, either as bridge or associates degree. Very open and welcoming

### **3. Similarly, what are the threats on the horizon for you and other central Ohio employers that Columbus State can help address?**

- The competitive environment – the for-profit institutions – these are extremely well funded, well managed companies
- The level of public support for public institutions is always a big issue
- Costs of college – community college a good option/alternative
- Dual enrollment could be perceived as a threat – there’s clearly a need to deliver this type of education but not sure who should deliver it – Columbus State may be more willing & better positioned than 4-year institutions – some may perceive this as competing with 4-year institutions
- The changing demographics – over next 5 years, there will be 10% fewer high school graduates in Ohio – about a 2% decrease each year for the next 5 years, so the marketplace is going to get more competitive in Ohio
- Graying of the state of Ohio is both an opportunity and a threat – people need retraining for new careers
- Issues & reform with K-12 – as that conversion unwinds, community colleges can play a bigger role in delivering that education earlier
- I worry that if we don’t locally support – creating & retaining - a world-class workforce, it will slow down economic development and opportunities around here will evaporate
  - We could bring off-shore work back on-shore, but we HAVE TO FIND THE WORKERS HERE TO DO THE WORK
    - i. Rate differentials that used to exist don’t any longer
    - ii. But there’s a shortage of workforce
    - iii. Being competitive now means global, not just with Dayton & Cleveland, Austin, TX & Research Triangle Park – it’s very easy to move work anywhere in the world – now it’s Bangalore, Shanghai & the Philippines
- Online education from other sources, especially for-profit institutions
- I could see major employers banding together saying “we need to do this on our own” – if available resources aren’t getting the job done – maybe not as likely as online
- Competition for state monies for physical expansion is a threat
- We need to support learning, whether it’s STEM or an 18-week session designed to get a job
- Economic development depends on increasing the percentage of our population that’s educated
- IT is big – people spend lots of time concerned about meeting their IT needs
- Manufacturing is coming back, but the jobs will be completely different – much more technically oriented, not labor intensive like before
- Financial services – continuing to see shortages, and need is getting bigger due to large presence of financial institutions
- Retail management – big nationwide retailers located here needing to train managers across the country
- Remediation – kids arriving without basics, then may not get as far as they want with Columbus State programs because they run out of dollars
- Large backlog of people who want to contribute and get to a living wage career – we need to build our capacity to prepare them, and Columbus State is key

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- Skilled workforce is retiring – need to skill others
- People who grew up with old computer languages – very hard to retrain into new languages that don't exist
- In some areas, even if employers have a preference for degrees, could probably have some opportunity for certificates for new entrants
- Technology workforce study – is going to be a technology worker shortage. Will need to retrain existing workers or get into bidding war for smaller pool of current IT labor that has current skills
- Systemic issues –
  - Tendency to outsource and offshore more IT work than probably makes sense
  - Wage inflation starting to impact us, overhead cost of operating internationally beginning to be understood
  - Will need more technology workers, so need to get math/science much better in K-12 and college
  - Concern about lack of pipeline in younger workers as workers retire
  - If we don't develop the pipeline, we will be forced to go offshore even if it doesn't make economic sense – offshoring may become self-fulfilling prophecy
  - We have underestimated the demand for skilled jobs in the US – now the jobs will be here and we may not have the pipeline to fill them
  - A concerted focus on US jobs is important, but have important structural inhibitors – need much stronger academic public/private partnerships to crack the nut (like Columbus 2020 project)
- Columbus2020 – I like that there's an organization that can cut across academia, private sector, public sector to break down boundaries and work on real problems. OSU and OU are on it – not sure Columbus State is on it, but probably should be.
- Increasing university costs and decreasing funding – this provides the opportunity to be “the era for community colleges”
- Ongoing challenges of financing/funding – are now omnipresent. Increasingly important for K-12, Columbus State and business community to create partnerships to address core issues
- Don't have career technical centers at the table yet, though they have a role to play
- Business community can become more active in helping K-12 spectrum
- Health field will be in very strong demand
- Advanced logistics as focused on in Columbus 2020
- More focus on entrepreneurship – more and more of next generation is focused on entrepreneurship. Need more training on how to start business

**4. *What are your current perceptions of Columbus State, through any direct or indirect experience you have had with the school, its programs & initiatives, students & graduates (i.e., what are its strengths/assets & limitations/weaknesses)?***

- David Harrison
  - Since David has come, he's a very steady, authoritative person and I haven't heard too much indication of that stress that I used to experience
  - David's a really smart guy
- Columbus State has an awfully good reputation
- They sort of underestimate themselves – the big guys (OSU in particular) suck all the air, money, media & attention out of the room – Columbus State is in the shadow of OSU
- It's a good place – they've grown significantly in the past decade
- A weakness is the data they have available – I give them a lot of information he didn't have – level & sophistication isn't there for good solid data on who is enrolling, where they're from, profiles, who is successful, whose stopping/dropping, whose graduating in 2 years, in 3 years, whose transferring – outcomes are becoming more important for state & local legislators & for the marketplace – the more data they have on outcomes that can be sliced/diced, the better
- Urban; big
- Hard to get to – not accessible
- Open

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- ❑ Made a very good transition between presidents – Dave is the right person at the right time – the organization picked up momentum with Dave – I applaud the effectiveness of the organization and the Board for this
- ❑ I'd like to see many of the senior executives be more active and engaged in Central Ohio – not just Dave & his direct reports
- ❑ Would like to see a study that measures Columbus State's economic impact – then identify what levers can be tweaked to improve
  - ❑ Look at the quantifiable data
- ❑ What can the faculty & staff contribute – Corporate Caring Award – would like to see Columbus State recognized as a leader in Corporate Caring and as one of the Best Places to Work in Central Ohio and in the Columbus Fast 50 – bring their talent into their community & be inspired to engage – offer PTO to help out the community – volunteer efforts with United Way & others?
  - ❑ Would say it's growing, great work environment & committed to giving back to the community
  - ❑ If we're going to create a world-class workforce, it has to have it's own world-class workforce (look at OhioHealth, OCLC)
  - ❑ Look at how Columbus State is touching the community & how to contribute more
  - ❑ Need an active & engaged workforce & people want to come work here
  - ❑ Does the culture support this???
- ❑ David is a rock star – people love him – he's gotten up to speed very quickly, very integrated into the community, very respected, well thought of, humble, smart
- ❑ I'm embarrassed to say that I know Columbus State largely through the one building we all go to on the 4<sup>th</sup> floor and the community sessions that either Val or David have had – don't really know the faculty, don't know the students, suspect that we share a constituency but don't have data to really understand that
- ❑ Get a sense that Columbus State is viewed positively by the community
- ❑ This is a little speculative but...I think that Columbus State is not viewed as a first choice for children who come out of second generation college families, even if it's known as an economical choice for the basic educational foundation courses
- ❑ The stature & awareness of Columbus State has been growing under David's leadership
- ❑ It's not a perfect place, nor are community colleges in general
  - ❑ Faculty/administration relations are improving
  - ❑ Columbus State is a little of a financial aid processing mill - known as a place to get money to live through loan/financial aid programs – need to strengthen student accountability – we're taking big hits from people who aren't paying off their loans
  - ❑ Success rate is pitifully low as it is with most community colleges – it costs > \$100,000/graduate if you look at # graduates relative to our total budget
- ❑ It's a governmental entity...so there's a bifurcated level of effort at times – you're either completely committed to The Cause (a meaningful percentage) or you can get away with murder
- ❑ Really good at speed and agility so far in responding – great cultural attribute, particularly with David and Cheryl
- ❑ Not sure all of the relationships are at the right level – need right people, right process, right partners, right approach for engaging with industry
- ❑ Need to exponentially expand their capacity for engagement – this will be their biggest challenge (10 Cheryls!)
- ❑ They are very nimble – can design programs that can meet needs of employers.
- ❑ Good at getting people in who want to upgrade their skills. Fairly simple to navigate, good access downtown and Delaware.
- ❑ Not so good – people get in, but not sure they are leaving with what they thought they came in for. Lots of kids talk about transferring from Columbus State to OSU, but not sure they are getting through. They run out of money on remedial skills.
- ❑ A year ago, would have said their staffing around working with high schools – didn't have sensitivity to high school students and teachers issues. David saw this early and has rectified this. Has put key people in place who are willing to collaborate with K-12. He saw that this was key to their success, as he will be more successful if kids come prepared
- ❑ David is a great listener, listening to people's perspectives and listening for opportunities

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- David is their biggest strength – he has been invited to join Partnership
- David has incredible value – right guy/right time
- David doing too much himself—need other people
- Need to reinforce their academic relevance in the community – need to make sure people know there are high-flying students who are choosing Columbus State over other options. They are not just educating the also-rans
- I don't know the name of one Columbus State professor – they aren't getting any attention, even in their niches. This reinforces notion that Columbus State is substandard quality. This is a big miss
- Need right people around David
- Strengths
  - Focus on access – Delaware location, distance learning, good price point
  - Focused on skills that people want to and need to learn, even if that doesn't lead to a degree
  - Flexibility and affordability
  - Expanding/contracting the capacity of our teaching force – we're good at finding the capacity when we need it
  - David's executive team – they work together well, are very open with each other. They are just too small. Don't have capacity below the executive team to do anything new and unusual. Only have capacity to do 1-2 different things at once.
  - David is excellent – just doesn't have as many people as he needs.
  - Reynoldsburg model will set excellent precedent for sharing facilities & meeting community need
  - Online instruction infrastructure – should be bigger, but at least have the skeleton.
  - I am a recovering high-school principal – been beating the drum about what we can do for juniors/seniors. First person to respond was David. Willing to take calculated strategic risk
  - Leadership in place which is looking to collaboratively foster new vision about what can be for their traditional stakeholders with new and different partners
  - Thinking regionally and collaboratively
  - Faculty I've met has been very good to work with
  - Very flexible in developing new models
- Challenges
  - Previous divide between administration, faculty and students
  - Student focus was lacking but think Harrison is addressing
  - Large fraction of college's time is spent on remedial education – this is a real issue. Probably 30% of effort is on remedial education.
  - Open access all the time – we will always have to take all comers
  - Until K-12 steps up – need to deal with remedial education needs
  - Need to look at ways to bring them up to speed remedially while at the same time beginning their education on their career needs (Dual enrollment). Need to develop remedial education programs in a new way that fits where we want to be. Need to re-vision role of remedial ed in the educational model
  - Need to figure out how to move students quickly to what they need without “tagging” them as remedial. Get them moving towards success. Also reframes the faculty's view of remedial students.
  - Need to improve pulse-taking abilities within Central Ohio community – need to know what's coming next. Get into flow of Columbus economy and translate it into what will be needed
  - Capacity for new initiatives – David doesn't have group that can go after new, unusual and profitable things. Can't respond to the “decade of the community college”
- Opportunity
  - Faculty being more assertive and aggressive in working with K-12 faculty to align to help kids be successful. There is currently disconnect between expectations of higher ed faculty and K-12 faculty
  - There are huge opportunities to inform policy-makers on how to affect the larger whole – point out the barriers
- Not close enough to know



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- Work with I Know I Can -- doesn't seem to be any real orientation at Columbus State. Send most of our students there, and have started our own orientation to help them because Columbus State doesn't do it.
- Transition to college is hard – we as a community need to focus on persistence and retention of students
- Getting numbers from I Know I Can that would show that students are not completing
  - Need to find ways of making students successful while there

#### **5. How would you describe the unique role and impact that Columbus State could/should fulfill in central Ohio?**

- Columbus State, because of its location, size scope & reputation, can position itself as the premier gateway institution into higher education for the broad masses of the population in central Ohio
  - We're now trying to educate 35-40% of the nation's population - not all of these can take 4 years off or afford a traditional education – these are the people who must be addressed to achieve the state's and the nation's educational achievement/attainment goals – there's no comparison between how Columbus State educates & how OSU educates – if you want to study at OSU, you're welcome to do so between 9 am and 4 pm – everything that Columbus State can do to enhance accessibility & pathways so students can envision the next step after Columbus State is an unbelievably powerful message to the community & to the business community –
  - The \$ invested in Columbus State pays for itself 100 fold over
- Cols State is a big player in solving the regional/state approach to K-12 & higher education
- They're the go between, the linchpin that works with K-12 and to provide bridge to both higher education & to the workforce
- Good question – so fundamentally important – need time to think about it
- Need to position Columbus State along the continuum of educational development & attainment for people in Central Ohio
  - Not just about Columbus State – it's about Columbus State in the context of everything going on around them in education
  - Gives them an opportunity to rethink everything
- Partnerships – there are probably some that are old/comfortable – need to reexamine existing & potential partnerships (nothing in particular; it's just that we get into partnerships and don't notice when one or more of the entities outgrows the relationship) – be open to the partnerships of the future – who are the inner circle/top tier entities that are must-have partnerships in the future?
- Should be asking "what if?" a fair amount
- When their mission statement is developed, have the courage to not only say yes, but to say no – can't be everything to everybody even though they are a state-funded institution
  - Much better to be great at a few things than average at many things
- To many young people, the whole notion of workforce development & investing in training to yield a better job is an abstract thought...how can Columbus State make it more real so young people are there with intention, not just until something better comes along...how can they foster a culture of degree attainment & personal investment?
  - Also how do they get employers to have skin in the game, really help with the culture of degree attainment? Get them to invest their own resources because this investment will pay off
  - Cols State is in a great position to bridge students & employers
- Pathways programs – doing more with institutions of higher learning
- Bifurcated role
  - Certificate side – getting workers ready in 6 months or less to be ready for a certain job (including workforce retraining)
  - Associates' programs and pathways to 4 year degree
- Educational arm for businesses
- Serving people who are unique
  - 18 years olds whose families need to save money
  - People who have been wounded in some way – background, life experience give them something to overcome
    - i. Columbus State professors are for the most part amazing – they care more than you can imagine – they love students, love what they do – engage with students like nowhere else

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- Expanding role community college can play in preparing traditional students for success in 4-year institutions – more and more collaborations to prepare for success
- Serve the immediate needs of industry and business – customization, speed, agility
  - Columbus State uniquely positioned to do this – don't have the bias on types of jobs they will train
- Not so different than in past, but need to do much more – greater needs, expectations, especially from industry
- Provide leadership around workforce development
- We should be listening to them for that – they are the experts
- Forecasting, looking ahead to understand what Columbus will need, and be the leading voice for the community.
- Access for non-traditional and first time college students, particularly for Central Ohio school districts, to post-secondary certification and degrees to build the economic engine of the area
- Have a huge number of young people who graduate high school in community take their next step in education at Columbus State – community needs to understand that
- OSU used to take all comers, but don't anymore, so local students don't have access to OSU. Columbus State provides a great and more attractive choice than OSU branch campuses
- Workforce Development –
  - For new entrants – prepare for college or jobs that don't require bachelors
  - For existing workforce – retraining, re-skilling
- Just in time delivery of education
- Very unusual for a community college to be located in the midst of 16 school districts that can partner with on unique solutions – can use them to build national model of being a community college in a large urban area with large urban problems
- Integral partner to ensure kids are college and career ready as they graduate from high school
- Ensure that opportunity space exists for adults to upgrade their skills
- Feel they are doing it – they are a huge asset in our community
- Major role in offering opportunities to students who have no other paths
- Need to make sure they are understanding the major trends going on and respond to them
  - Need to develop niches and areas of excellence that they can do in 2-year programs
  - Nursing, Health Care, logistics, culinary
- Be nimble in responding to needs of community

**6. *What do you see as the key strategic and organizational priorities that Columbus State must address to be successful in its efforts to fulfill this role successfully?***

- Columbus State has grown a lot – and I know David is thinking all of this over – there needs to be a framework for programmatic & geographic growth that fits in with the institution's mission & capabilities
  - What's the framework for growth & what should we pursue?
- If Columbus State is the premier pathway institution, what is it a pathway to (partnerships...)
- Columbus State underestimates the credibility & support that it has in Columbus – it is very, very highly regarded institution in the city – need to do more with this
- Need to continue to foster partnerships with key stakeholders (K12 superintendents, VPS & Presidents of colleges/universities throughout the region)
- Need to instill a data-driven and fact-based discipline and culture
- One is lead central Ohio in workforce transition
- Be innovative when looking at approaches that haven't been tried before
  - Supply chain of educated, workforce-ready – Gateway programs – reaching back into K12 to address remediation earlier
  - Continuing evolution of strategies to put data behind there connections/collaborations to show that these collaborations working
  - It used to be that if you lost your job at GM you just went down the street to Ford – now, people have multiple careers – it's very different to change careers (a process) vs. changing a job (from Giant Eagle to Krogers) – need to change industries to reengage in the workforce
    - i. How do you take someone who was a coal miner and teach him how to build solar panels?

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- What is a “green job” and how do I get from here to there??
- Measure of success isn’t # of certifications; it’s how many people you made more employable
- That’s a really good question – not close enough to offer answers with authority but here are some strategic questions I’d be asking:
  - Constituency research - break down the image of Columbus State – what is the brand experience/image from the perspective of prospective students, current students, 4-year institutions’ perspectives & employers’ perspective? Is there alignment or are they wildly different
  - What business are we in (the most basic strategic question of all...)? I’d love to see how each person answers this question...could be very telling if there isn’t consensus
  - What are the educational trends of all types coming down the road and how will they impact what we do, from demographics to the use of sophisticated educational technology, to financial resources/federal aid
  - What outcomes are we trying to achieve? How will we know we’ve been successful? What will 2016-17 look like so we have clarity around this vision we are trying to create?
- Achieve the Dream – getting clean data to support completion - #1 priority
- Be prepared financially for declining enrollment as wasteful spending from a cultural perspective from doing remediation in college instead of beforehand
  - This is going to change the dynamics of who is enrolled and it will be meaningful
  - This will be challenging because of fixed cost structure
  - Unless there’s a consolidation of community colleges in central Ohio (Newark – there’s a technical school & some other leveraging of admin services)
- Don’t do anything new unless it’s a partnership in the community with other institutions of higher learning
- Engagement model – connection to industry
- Systems approach – connection to other institutions in educational pipeline
- Make sure David stays in the ear of people who are leading Columbus2020. He should be a key advisor to them.
- Columbus State should be constantly assessing the workforce needs of the region – putting out something regularly that tells people what it looks like in Columbus. Is important to both K-12, universities and employers
- K-12, higher-ed strategy – lead regional strategy so we are meeting needs of workforce.
- Visibility and bench strength
- Role of Columbus State Foundation – my sense is they are not doing enough with this. If they did more, this could help them raise profile. Not as strategic as it needs to be, not big enough. Feels like they think small – reinforces that they are small. Last grant we gave them I took to them – they didn’t ask for it.
- Need to be approaching the same people that OSU supports (big donors) to make the case for support
- Build the capacity to DO new things (not just dream them)
- Increase penetration of being an “insider” in Columbus community/economy
- Be leading-edge partner in creative joint arrangements with public/private assets (bricks and mortar to expand capacity). Creative trading of our assets for what others have
- Make sure “workforce development” isn’t pejorative – work on breaking down barriers between “career/vocational” path and academic path
- Convening conversations on regional basis – tap into Columbus2020. Develop regional strategy that involves a host of potential partners (he’s already doing this)
- Somebody in educational world has to take initiative – Columbus State is positioned well to do it.
- Don’t be afraid to step out and do it – don’t pay attention when people say “why is Columbus State doing this”?

#### **7. Is there anything you’d like to add to what we’ve already discussed?**

- We love working with David & Columbus State & are happy to help if it’s within our power to do so
- The location & population base (1.8 million in MSA) – only growing region in Ohio – carrying the state of Ohio – it’s in our best interests to work together & with K-12 to serve the area
- Columbus State put a stake in the ground with the Workforce Center – said they were going to focus on it
- Another great partnership is with COWIC

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- ❑ Work with Chamber of Commerce to have good outlook on what types of jobs are needed in central Ohio in the next few years - Dimon McPherson (long-time Nationwide CEO) said that only 1 out of 17 students graduating from the Cols Public Schools has the necessary skills to come into his enterprise – what are we going to do about this??
- ❑ This is a perspective that needs to be understood along with all others...would be interested in reacting to what others have said than to add much more – would like to discuss/debate the issues – would be happy to make the investment of time
- ❑ What will change dramatically is that governor won't pay for remedial education anymore, which is a big part of community college's income stream right now
- ❑ Columbus State's graduation is a don't miss - the enthusiasm, the emotion, the number of first-in-the-family graduates, the stories – it's truly life-changing for students
- ❑ Faculty need nurturing – they will work & sacrifice if they know you love them & critique gently
- ❑ David needs to know how big a difference he's making, and we all feel it. His impact, style, expertise is very much appreciated
- ❑ We talked about the need for Columbus State to “move at the speed of business”, which is obviously a challenge in academic environment
- ❑ Really excited that we have leadership at Columbus State that is trying to live up to their community college mission
- ❑ He also needs to manage expectations – they are high!
- ❑ TechColumbus IT study; Columbus 2020 study; CompeteColumbus manufacturing & logistics study
- ❑ Need to ensure that master plan is in sync – have low level anxiety that while we're dreaming big dreams about campuses, that we're missing some opportunities by not being aligned. Keep master planning process has to stay in alignment with the big initiatives that are going on daily. Need to make sure we are strategically opportunistic about finding places to fulfill our mission, not necessarily on campus. (e.g. Mid-Ohio Food Bank partnership), Look to find other ways to do social good while we are fulfilling our mission.
- ❑ We really appreciate what David is doing – his approach is a seismic shift. Really paying attention to what the community needs and not being afraid to respond, even when it flies in the face of conventional wisdom of educational community. K-12 faculty can be our own worst enemy in serving students.