



Strategic Plan

Common Time Presentation
February 25, 2019

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Questions:

What is it that we value?

What do we deliver to the region? What is our mission?

What is our vision for the future?

What are the strategic pillars to achieve our values, mission and vision?

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Stakeholder Listening Sessions



Location

CS Clifton Campus
Diamond Oaks (Westside)
Live Oaks (East Side)

Greater Cinti Chamber

CS Clifton Campus

NKY Chamber

CS Middletown

CS Evendale

CS Harrison

West Chester Hospital

Participants

CS faculty & staff (200); High school counselors (30)

High school juniors and seniors (25)

High school juniors and seniors (24)

Co-op employer, non-profit youth leader, former CPS board member, a consultant/parent (4)

Employer, a Foundation board member, CPS Board member, program chair, co-op coordinator, advisor, GC3 Ex Director (5)

Employers, co-op coordinator, PCW rep, consultant (7)

Mayor, City Council member, School superintendent, transfer college reps, employers, students, co-op coordinator, faculty, staff (21)

Agency reps, high school administrator, faculty (9)

Member City Council, Mayor, transfer college reps, asst. school supt., faculty, advisor, government affairs rep (14)

Employers, high school reps, non profits, government leaders, college reps (31)

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Stakeholder Sessions - Key Themes



1. CS's **messaging and communication** should not only be expanded, but also needs to be more timely, targeted and specific.
2. CS must become more agile in developing **flexible and targeted pathways** and training options for employers and students that extend beyond graduation.
3. CS needs to increase its focus on **integrating professional skills and "soft skills"** into all levels of the College's curriculum and operations.
4. CS must find ways to continually assess and where needed **modernize its facilities, programs and equipment** to stay at the forefront of technological change and the economy.

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Stakeholder Sessions - Key Themes

5. Students, especially students coming out of high schools, are looking for more of a “**college experience**” at CS that extends beyond the classroom.
6. CS should expand its capacity to provide more **non-academic support services**.
7. CS should **expand its partnerships** with regional employers and other entities.
8. At the end of each listening session, participants were asked to provide one word to describe how they felt about Cincinnati State and its future.

Vital. Accessible. Transformative. Curious. Adapting. Potential. Optimistic. Innovative. Improving. Collaboration. Prepared. Partnerships. Encouraging. Intriguing. Welcoming. Effective. Ethical. Hopeful. Confident. Evolving.

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Counselor Feedback - Key Themes

What will students of the future need from Cincinnati State to succeed?

- Communication/more information/build awareness (15)
- Career/job related information/exposure (9)
- Coaching/mentoring/support general (7)
- Specific services/resources
 - Housing (1)
 - Mental health (2)
 - Transportation (1)
 - Transition/summer/remediation programs (4)
- CCP improvements (2)

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Counselor Feedback - Key Themes

Do you have a vision of how Cincinnati State can be the college of choice with students, including those who typically only consider 4-year institutions?

- Awareness building relationships w/ youth, high schools, universities (15)
- Apprenticeships/internships/career impact (6)
- Housing Options (4)
- Website improvement (3)
- Sports (1)
- Clubs & organizations (1)

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Question:

What is it that we value?

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Values



Current

As a College Community:

- We embrace experiential and lifelong learning, personal growth, and employability.
- We create and promote a civil and respectful environment.
- We anticipate and effectively respond to changing stakeholder expectations
- We honor the diversity of people and ideas.

Updated Concepts

As a College Community:

- We embrace experiential and lifelong learning, personal growth, and employability.
- We honor the diversity and inclusion of people and ideas, while promoting a respectful environment.
- We strive to respect and appreciate each student's background, perspectives and needs, and to celebrate their potential and success.
- We anticipate and effectively respond to the changing needs of students, employers and the community.
- We support the development of innovative approaches to learning.
- We believe in contributing to a socially just and equitable community.

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Questions:

What do we deliver to the region?

What is our mission?

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Mission



Current

Cincinnati State provides student-focused, accessible, quality technical and general education, academic transfer, experiential and co-operative education and workforce development.

Updated

Cincinnati State provides access, opportunities, and support in achieving success for students seeking exceptional technical, transfer, experiential, and cooperative education, as well as workforce training.

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Mission



Discussion

Key word “accessible” is missing

Do we need a list of programs and services **or** should we describe what we are passionate about?

* “At the end of the day, we offer a collection of **pathways.**”

* **We help students:**

- **Assess** their unique gifts/goals/needs
- **Explore** holistic growth, learning and career opportunities
- **Discover** the best career pathway for them

Our goals (1st or primary) serve students’ holistic needs (2nd) meet business labor force needs (3rd) build community strength

We help students assess their unique goals and craft rewarding education and career journeys.

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Question:

What is our vision for the future?

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Vision

Current

Cincinnati State will be the technical and community college of choice in our region, nationally recognized for academic excellence, cooperative education, and workforce development.

Updated

Cincinnati State will be nationally recognized as a leader in advancing the educational, economic and social value of our region and state.

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Question:

What are the strategic pillars to achieve our values, mission and vision?

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Strategic Pillars

Current

- **Increase Student Success** (student persistence, retention and graduation)
- **Expand Our Reach** (enrollment CCP, online, Middletown and special populations)
- **Build Community** (valuing and engaging employees)
- **Strengthen Fiscal Sustainability** (improved composite score and increased reserve funds)

New Concepts

- Increase the number of individuals completing **technical credentials or degrees***
- Increase the number of individuals completing **transfer pathways***
- Anticipate and embrace the **future**
- Positively impact **community and economic development**

Foundation for all: Fiscal Sustainability

** Will include enrollment and student success strategies*

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Process & Next Steps



- Step 1:** Situational Analysis - Complete
- Step 2:** Stakeholder Sessions - Complete
- Step 3:** Visioning Session - Complete
- Step 4:** Foundational Strategy Development
- Step 5:** Gap Identification
- Step 6:** Strategy Development
- Step 7:** Strategic Plan Roadmap



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Process & Next Steps Steering Committee



- CS Board Member – Justin Howe
- Foundation Board Member – Jack Ridge
- Alumni Board Member – Jason Asic
- President & Executive Team – M. Posey, L. Baumann, C. Calvert, S. Hill, R. Hoopes, E. Ruther, A. Waldbillig
- Dean – Linda Schaffeld
- Faculty – Sue Dolan, Meredith Effler, Lesli Rice
- Staff & Administration - Cara Benz, Kelly Harper
- Student – Sarah Wells
- Community Influencers & Employers:
 - City of Cincinnati (Luke Blocher, Sheila Hill-Christian), CRBC (Toby Rau), SOCHE (Sean Creighton), Pilot Chemical (Chris Leedy), PCW (Mardia Sands), West Chester Hospital (Tom Daskalakis)
- Consultants – Richard Curtis, Jeff Stec

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Next Steps

- Feedback (February/March)
 - Employee Common Time Presentation
 - Employee Survey
 - Full Steering Committee

- Refinement of Mission, Vision, Values and Pillars (March)

- Develop Foundational Strategies (March/April)

- Communications and Feedback – Internal & External (April)
 - Employees
 - High School Superintendents
 - STRIVE/Knowledge Works
 - REDI/Chamber

- More Revisions, Gap identification, Strategy Development, Roadmap w/ timeline (April/May)