



The College of Southern Nevada
Academic Master Plan
2008-2011

BACKGROUND

The College of Southern Nevada had an Academic Master Plan for 2002-2004. During the accreditation self study process of 2004-2006, revisions to this Academic Master Plan were made through consultation with faculty and staff. The result was the Strategic Objectives and Plan for Academic Affairs (March, 2006) which was included in the institutional self study. These strategic objectives focused on each field of study and included student numbers, weekly student contact hours, lecture and laboratory offerings, numbers of faculty for each teaching department and numbers of staff for service or support departments. Projections for future needs—including Capital Improvement needs—were translated into numbers and reviewed by the Vice President of Academic Affairs and the Divisional Deans.

PLANNING PROCESS

As a subset of the CSN Strategic Plan, “A Vision of Blue Skies Ahead,” was approved by the Board of Regents in September 2005. The creators of this document were a committee of faculty members, department chairs, deans, and student services personnel, who extrapolated the information and intent from the Strategic Objectives and Plan for Academic Affairs (March, 2006) into the Academic Master Plan, 2007-2011. All of this information was directly tied to the “Blue Skies” document mentioned above. This Academic Master Plan, 2008-2011, is presented to the Board of Regents for approval.

College of Southern Nevada Statement of Values

We value:

Educational excellence that features a student centered approach, with an emphasis on technological innovation and global competence.

Our commitment to life-long learning as a philosophy for both our students and the college community.

A welcoming, inclusive classroom and campus environment that recognizes and respects the diversity and uniqueness of students, faculty, and staff.

The freedom and right to appropriate expression by students, faculty, and staff.

Offering courses and programs that meet the educational and training needs of the community.

Maintaining the balance between academic effectiveness and fiscal responsibility.

Promoting student success in all we do.

GOAL 1: Restoring Public Confidence

Objective: 1.2 Establish Accountability Measures

- Assessment of Student Learning Outcomes
- Specialized Accreditation as an accountability measure
- Graduation, retention, and transfer rates
- Job placement rates
- Benchmark against peer institutions
- Customer (sub-headings: employee, student,) satisfaction rates

Key Performance Indicators

- College-wide development and implementation of annual assessment plans and reports
- Maintain current specialized accreditations
- Improve annual graduation rates
- Benchmarking (analysis of peer institutions and comparative criteria)
- Improve student satisfaction as reflected in student surveys
- Establish and maintain a performance dashboard

Implementation Strategies

- Through the Office of Institutional Research ensure that all departments submit and maintain appropriate annual assessment plans and reports
- Maintain current accreditations as dictated by external agencies and seek all additional opportunities as they arise
- Benchmark peer institutions annually
- Implement and publish bi-annual student satisfaction surveys and results
- College-wide collaboration to improve retention and graduation rates

GOAL 2: Resourcing CSN

Objective 2.4: Establish Managed Growth and Cost Containment Parameters

Key Performance Indicators

- Student enrollment trends – New Undergraduate Enrollment: First-time Freshmen & Transfers (First-time freshmen student headcount and FTE enrollment change compared to previous 3-year fall semester average. Measure by: Third-week reports)
- Adequate faculty : student ratios – (FTE faculty : FTE student)
- Adequate support staffing (FTE staff; FTE students)
- Adequate physical facilities and student service infrastructure
- Program offerings mirror community needs
- Continuous analysis and refinement of resource allocation budget model

Implementation Strategies

- Make resource recommendations based on annual collection, distribution, and analysis of student enrollment data
- Formation / continued operation and support of community advisory boards to ensure current and relevant program offerings
- Creation of academic programs based on institutional mission
- Implementation of resource allocation budget model

GOAL 3: Improving CSN's Student Success

Objective 3.1: Build early intervention and developmental support systems

Key Performance Indicators

- Expanded faculty use of E-alert system
- Increased student support through developmental systems
- Graduates and their employability (Credit to Degree Completion: Average number of credit hours earned for an associate and/or bachelor's degree completion as of August 31 each year compared to previous 3-year average)

Implementation Strategies

- Increase faculty awareness and training on the E-Alert system
- Increase faculty awareness of student support systems to improve student referrals
- Refine student developmental system needs based on student survey results and annual departmental and program assessments
- Develop student learning outcomes for student affairs

Objective 3.2: Integrate academic advising/mentoring and counseling functions

Key Performance Indicators

- Improved retention, persistence, and graduation rates
- Increased student satisfaction
- Improved transfer rates
- Establish a faculty advising program
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Implementation Strategies

- Implement faculty advising model
- Implement regular student satisfaction surveys
- Investigate mandatory student orientation (campus-based as well as distance-based)
- Ensure that infrastructure—both traditional and online—are adequate to meet student demand

Objective 3.5: Link outcomes with student educational attainment and employer career preparation needs

Key Performance Indicators

- Positive employer satisfaction surveys
- Determination of skills through occupational assessments

Implementation Strategies

- Implement and enhance employer satisfaction surveys

Objective 3.6: Increase access to baccalaureate program completion

Key Performance Indicators

- Improved transfer to and completion of baccalaureate degrees
- Increase the number of 2+2 and 3+1 university partnerships
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Implementation Strategies

- Assess effectiveness of campus transfer centers
- Develop and maintain baccalaureate articulation agreements
- Identify prospective baccalaureate completion partners

Objective 3.7: Create New Service-Learning Models

Key Performance Indicators

- Increase service learning throughout the curriculum and the community

Implementation Strategies

- Formalize service-learning implementation and integration

GOAL 4: Enhancing CSN's Academic Reputation

Objective 4.1: Advance national ranking and recognition

Key Performance Indicators

- Quality:
 - o First-time Freshman Persistence Rate (Point difference in percentage of First-time Freshmen retained from one fall semester to the next. How measured: Retention analysis in fall, third-week)
 - o First-time Freshman Three-year Completion (Graduation) Rate (Point difference in percentage of First-time Freshmen graduating after three years. How measured: Retention analysis in fall, third-week)
 - o Full-time Faculty Qualifications (Percentage of full-time faculty with master's degree or above in the teaching field. How measured: Extracted from HR database)
- Institutional Effectiveness
 - o Instructional Expenditures per Student (Instructional Expenditures per Student for current year and three previous years, as recorded in IPEDS reports)
 - o Customer Satisfaction Survey Data (Point-to-point changes in selected, value-added summary items on the Community College Survey of Student Engagement and other institutional assessments)

Implementation Strategies

- Maintain current accreditations and obtain additional specialized accreditation in appropriate areas
- Faculty presentations at regional/national conferences
- Continue current and develop new regular, sustainable academic review and modification practices—like the proposed Academic Task Forces—to ensure the highest quality programs

Objective 4.2: Incentivize teaching and learning innovation

Key Performance Indicators

- Increased proportion of faculty utilizing current technology in their pedagogy
- Increased faculty participation in professional and skill development activities
- Increased faculty participation in regional/national/international conferences centered around teaching and learning innovation

Implementation Strategies

- Increase funding for faculty development opportunities in teaching and learning innovation
- Implement recognition and awards system for faculty and staff participating in teaching and learning innovation opportunities

Objective 4.3: Attract and Retain a Diverse, World Class Faculty

Key Performance Indicators

- Improved performance in hiring and retention of faculty in underrepresented populations
- Demonstrated compliance with institutional Affirmative Action Plan

Implementation Strategies

- Reflect and review HR best practices and make changes as necessary to ensure recruitment of underrepresented populations into all fields

Objective 4.6: Establish CSN niche programs of excellence and distinction

Key Performance Indicators

- Increased number of niche associate and bachelor's degrees
- Increased national rankings of academic and technical programs
- Continued responsiveness to community needs
- Increased offering of "honors" designated curricula

Implementation Strategies

- Comprehensive identification of programs/degrees/certificates
- Develop unique programs which are trendsetting (such as the IPOD program)
- Expand and enhance the Honors Program

GOAL 5: Promoting CSN's role in Economic and Workforce Development

Objective 5.1: Advance national ranking and recognition

Key Performance Indicators

- Improved national recognition for workforce and economic development initiatives
- Become known as the premier training institution for Workforce and Economic Development in Southern Nevada

Implementation Strategies

- Faculty presentations at regional/national conferences
- Establish long-term profitable partnerships with business, industry, government, and educational institutions
- Continue to provide contract continuing education programs for the present industries within the CSN service areas and identify delivery platforms to maximize access and enrollment
- Work with local economic development agencies to provide contract training for new and/or expanding industries
- Work with local industry to identify specific target training areas and provide quality education and training to provide a viable applicant pool for entry into the workforce.
- Provide ESL, language and literacy training in the workplace
- Develop internal college-wide partnerships to foster collaborative efforts in the development of credit and non-credit offerings
- Continue development of certificate and credit options
- Expand visibility of the ACT and WORK KEYS Service Center
- Develop processes and procedures to provide information and referral to industry externships for teachers and students as a result of the existing outreach links
- Adopt policies on the role of Workforce and Economic Development

GOAL 6: Extending CSN's Distributed Learning

Objective 6.3: Establish complete CSN online degree and certificate programs

Key Performance Indicators

- Increased comprehensive degree and certificate online offerings
- Development of the Virtual College
- Completion of fall pilot program in expanding capacity

Implementation Strategies

- Incentivize faculty to participate in online development and delivery of courses needed to fulfill specific programs of study
- Improve technological infrastructure to support online teaching and learning
- Improve student and academic support infrastructure for online teaching and learning
- Enhance communication and information exchange to faculty regarding the benefits of online offerings

GOAL 7: Fostering CSN's Diversity and Multi-Culturalism

Objective 7.1: Globalize CSN's Curriculum

Key Performance Indicators

- Curricular updates to courses/programs/degrees reflect CSN's commitment to global and multicultural perspectives
- Enrich/expand international education
- A campus community that reflects Southern Nevada's rich diversity

Implementation Strategies

- Reflect and review HR best practices to ensure recruitment of underrepresented populations into all fields
- Identify curricular gaps and incentivize development of multicultural curricula
- Embed exercises, projects, service learning or other means to ensure students receive a global perspective in the classroom and through CAPE-sponsored events and programs
- College sponsorship of multicultural lecture/performance series
- Encourage and support faculty and student participation in international exchange programs including international workforce development initiatives
- Promote partnerships with institutions with an established record of excellence in diversity and inclusion practices to further our diversity goals
- Pursue faculty exchange programs and participation in study abroad

GOAL 8: Advancing CSN's Grantsmanship and Development Agenda

Objective 8.4: Expanding CSN's Grantsmanship and Results

Key Performance Indicators:

- Increased external funding support

Implementation Strategies

- Strengthen and support the Office of Resource Development
- Increase faculty awareness of potential funding opportunities
- Increase participation by Student Financial Services to identify funding needs

Objective 8.5: Pursuing CSN's Academic Program Endowment

Key Performance Indicators

- Increased external funding support
- Increased number and diversity of college donors

Implementation Strategies

- Strengthen and support the CSN Foundation
- Increase collaboration between Academic Departments and the CSN Foundation to identify funding needs and opportunities
- Increase donor awareness of programmatic funding needs and opportunities
- Provide training for key college personnel to enhance fundraising activities

GOAL 9: Planning CSN's Future:

Objective 9.6: Reorient CSN's Executive and Academic Decision Making Process / Data-Driven Decisions

Key Performance Indicators

- Employment of a college-wide, systematic, inclusive planning process

Implementation Strategies

- Fully implement the resource allocation budget model
- Activate the Academic Program Review process
- Establish an annual update process for all institutional strategic plans

GOAL 10: Building out CSN's Campus Infrastructure

Objective 10.1: Develop long-range academic and physical plant master plans

Key Performance Indicators

- Decisions for structural development are aligned to meet academic, student, and community needs with faculty/academic representation in planning

Implementation Strategies

- Coordinate long-range physical and academic master plans with all involved parties

CSN is currently considering degree programs, including, but not limited to, the following fields of study:

Deaf Studies (IPP) (BA)
Teacher Education (multiple emphases) (AAT)
Community Services (BAS)
Teacher Education (multiple emphases) (BS)
Mechanical Maintenance (CERT)
Mechanical Technician (CERT)
Power Utilities (CERT)
Aviation Dispatch Technology (CERT)
Avionics (AAS/CERT)
CADD (Architectural Emphasis) (AAS)
CADD (Civil Emphasis) (AAS)
Industrial Energy Efficiency (AAS)
Environmental Horticulture (AAS/CERT)
Golf Course Superintendent (AAS/CERT)
Horticulture Business Management (AAS/CERT)
Dental Lab Technician (AAS)
Dialysis Technician (Cert)
Dietetic Technician (AAS/CERT)
Electroneurodiagnostic Technician (AAS/CERT)
Health Services Coordinator (CERT)
Medical Assistant (AAS)
Radiologic Technology (AAS)
Cosmetology (AAS)
Medical Interpreter (CERT)
Medical Staff Credentialing (CERT)
Ophthalmic Medical Technician (AAS)
Pharmacy Technology (AAS)
Recreational Therapist Assistant (AAS)
Alternative Fuel Technology (AAS/CERT)
Craft Maintenance (CERT)
Maintenance Multi-craft (AAS)
OBD Emission Technology (AAS/CERT)
Parts and Counterman Training (Automotive) (AAS/CERT)
RV Service (AAS/CERT)
Small Engine Repair (AAS/CERT)
Boiler Service (CERT)
Creative Writing (CERT)
Motorcycle/Marine & Small Engine Repair (AAS/CERT)
Parts and Service Management Training (Automotive) (AAS/CERT)

Capital Budget Impact:

Classroom, Class Lab and Student Services must have space adequate for each campus

Infrastructure and parking for each campus needed that creates a safe and secure environment for learning

Specialized facilities as needed for workforce development and training

IT infrastructure for optimizing the scheduling and use of space for operating efficiency and effectiveness

“Goal Two” Implementation strategies (emphasis below) also reference the capital budget impact:

Implementation Strategies

- ***Make resource recommendations based on annual collection, distribution, and analysis of student enrollment data***
- Formation / continued operation and support of community advisory boards to ensure current and relevant program offerings
- Creation of academic programs based on institutional mission
- ***Implementation of resource allocation budget model***