



CSN Enterprise 10-17 **Strategic Plan**

Your Future Starts Here

Mission, Vision & Values Statement

Mission Statement

The College of Southern Nevada creates opportunities and changes lives through access to quality teaching, services, and experiences that enrich our diverse community.

Vision Statement

The College of Southern Nevada is a premier learning institution:

- Promoting student success through excellence in teaching and learning,
- Providing a highly educated, civically engaged, and skilled workforce,
- Using innovative technology and available resources effectively,
- Increasing alternative funding sources,
- Acting environmentally responsibly, and
- Emphasizing fact-based decision-making and accountability to all stakeholders.

Values Statement

The College of Southern Nevada strives for high quality in all endeavors. We value:

- Learning – quality teaching, flexible scheduling, and total access allowing opportunities for all ages and backgrounds for student success;
- Shared Governance – communication across multiple campus sites among our faculty, staff, and students, and with local partnerships and state communities;
- Students – a student focused environment where academic freedom is utilized to broaden student knowledge beyond the classroom; and
- Community – a diverse community, fostering integrity and honesty, professional development, and innovative learning for our students, faculty, and staff.

Core Theme: Student Success

GOAL 1: INCREASE STUDENT RETENTION

Measure: Retention rate of students from semester to semester.

Target Indicator 1: Semester-to-semester retention rates will meet or exceed a nationally recognized benchmark.

Target Indicator 2: The number of unearned F grades decreases each year.

GOAL 2: INCREASE STUDENT PERSISTENCE

Measure: Persistence of students from academic year to academic year.

Target Indicator: Year-to-year persistence rates will meet or exceed a nationally recognized benchmark.

GOAL 3: INCREASE DEGREE AND CERTIFICATE COMPLETIONS

Measure: Complete College America goals, and NSHE performance pool targets.

Target Indicator 1: CSN meets or exceeds Complete College America goals.

Target Indicator 2: CSN meets or exceeds NSHE performance pool targets.

GOAL 4: PROVIDE A "PATHWAY SHEET" FOR EVERY DEGREE/CERTIFICATE THAT SHOWS A TIMELY ROUTE TO COMPLETION FOR BOTH FULL- AND PART-TIME STUDENTS

Measure: Degrees and certificates that have Pathway Sheets.

Target Indicator 1: 100 percent of all degrees have Pathway Sheets showing a direct and timely route to completion for full-time and part-time students.

Target Indicator 2: 100 percent of all certificates have Pathway Sheets showing a direct and timely route to completion for full-time and part-time students.





Core Theme: Quality

GOAL 1: CONDUCT REQUIRED ASSESSMENT OF DEGREE AND CERTIFICATE PROGRAMS

Measure: Assessment plans for all degrees and certificate programs that have been submitted and approved by the Office of Assessment and Accreditation.

Target Indicator 1: 100 percent of degree and certificate programs will be approved and have a three-year assessment plan.

Target Indicator 2: 100 percent of degree and certificate programs report annually.

GOAL 2: STUDENT LEARNING OUTCOMES FOR EVERY ACADEMIC COURSE WILL BE EVALUATED EVERY THREE YEARS

Measure: Academic programs' three-year matrix of reviewed courses.

Target Indicator: 100 percent of courses in each academic department are submitted and reviewed every three years.

GOAL 3: INCREASE FACULTY SKILLS IN TRAINING AND PROFESSIONAL DEVELOPMENT

Measure: Faculty participation in professional development activities including CAPE and outside agency conferences, training and activities.

Target Indicator: The number of faculty participating in professional development activities increases 2-3 percent from year to year.

GOAL 4: FOSTER LONG-TERM PARTNERSHIPS WITH BUSINESS AND INDUSTRY FOR TRAINING AND EDUCATION

Measure: Number of business partnerships.

Target Indicator: Among those businesses that need continuing training, over 50 percent are repeat customers.

	MET GOAL	ON TARGET	PROGRESSING
GOAL 1: CONDUCT REQUIRED ASSESSMENT OF DEGREE AND CERTIFICATE PROGRAMS	●	●	●
GOAL 2: STUDENT LEARNING OUTCOMES FOR EVERY ACADEMIC COURSE WILL BE EVALUATED EVERY THREE YEARS	●	●	●
GOAL 3: INCREASE FACULTY SKILLS IN TRAINING AND PROFESSIONAL DEVELOPMENT	●	●	●
GOAL 4: FOSTER LONG-TERM PARTNERSHIPS WITH BUSINESS AND INDUSTRY FOR TRAINING AND EDUCATION	●	●	●

Core Theme: Diversity

GOAL 1: FACULTY AND STAFF ETHNICITIES MIRROR THE CSN SERVICE AREA

Measure: Annual affirmative action report.

Target Indicator: The diversity percentages of full time faculty and staff match the ethnic diversity of the CSN service area (Clark and Nye counties).

GOAL 2: STUDENT BODY ETHNICITIES MIRROR THE CSN SERVICE AREA

Measure: Student ethnic demographics.

Target Indicator: The diversity percentages of CSN students match the ethnic diversity of the CSN service area (Clark and Nye counties).

GOAL 3: PROVIDE DIVERSITY OR CULTURALLY ORIENTED EVENTS

Measure: Participation/numbers of diversity or culturally oriented events.

Target Indicator 1: The number of diversity or culturally oriented events is maintained from year to year.

Target Indicator 2: Participation/attendance at diversity or culturally oriented events is maintained or increased from year to year.

GOAL 4: REDUCE IDENTIFIED ACHIEVEMENT GAPS IN ANY STUDENT POPULATION

Measure 1: Ethnicities of first-time, full-time students obtaining a degree or certificate.

Target Indicator: The ethnic proportion of all student graduates will meet or exceed the ethnic proportion of the student population.

Measure 2: Ethnicities of students regarding semester-to-semester retention.

Target Indicator: The ethnic proportion of all retained students will meet or exceed the ethnic proportion of the student population.

Measure 3: Ethnicities of students regarding year-to-year persistence.

Target Indicator: The ethnic proportion of all students persisting from year-to-year will meet or exceed the ethnic proportion of the student population.

GOAL 5: CSN PROVIDES A SAFE AND INCLUSIVE ENVIRONMENT

Measure 1: Clery Act statistics

Target Indicator: Decrease in incidents than the previous year per capita.

Measure 2: College initiatives.

Target Indicator: Maintain or increase initiatives that promote an inclusive environment.



MET GOAL

ON TARGET

PROGRESSING





Core Theme: Access

MET GOAL
ON TARGET
PROGRESSING

GOAL 1: STUDENTS WILL HAVE ACCESS TO SUPPORT SERVICES THEY NEED

Measure 1: Students utilizing tutorial services.

Target Indicator 1: Student appointments for tutorial services will increase 3-4 percent from year to year.

Target Indicator 2: Student utilization of the Student Lingo modules will increase 3-4 percent from year to year.

Measure 2: Students receiving academic advising and counseling every semester.

Target Indicator: Students scheduling appointments with academic advisors and counselors will increase 3-4 percent from year to year.

Measure 3: Staffing of academic advisors and counselors.

Target Indicator: The ratio of students to advisors and counselors will be 500:1.

GOAL 2: INCREASE ACCESS TO BUSINESS AND INDUSTRY TRAINING

Measure 1: Students participating in DWED training opportunities.

Target Indicator: Student enrollment in DWED training opportunities will increase 1.5 percent from year to year.

Measure 2: Students completing skills certificates in an academic IPEDS reporting year.

Target Indicator: Student completion of CSN NSHE approved skills certificate programs will increase 1.5 percent from year to year.

GOAL 3: PROVIDE ACCESS TO ENRICHMENT EVENTS FOR STUDENTS, EMPLOYEES AND THE DIVERSE COMMUNITY AT LARGE

Measure 1: Number of art gallery and other art events.

Target Indicator: Number of art gallery events will be maintained or increased each year.

Measure 2: Number of music performances.

Target Indicator: Number of music events will be maintained or increased each year.

Measure 3: Number of theatre performances.

Target Indicator: Number of theatre events will be maintained or increased each year.

Measure 4: Number of dance performances.

Target Indicator: Number of dance performances will be maintained or increased each year.

Measure 5: Number of public presentations related to literary arts.

Target Indicator: Number of public presentations related to literary arts will be maintained or increased each year.

Facts in Brief

In Fall 2013, CSN students had declared majors in 183 different degree and certificate programs.

In 2013-2014 (August 2013 through May 2014), CSN produced 2,583 graduates with 2,883 degrees and certificates (not including recipients of skills certificates of fewer than 30 credits).

Course & Sections

Total Courses Offered	1,176
Courses with Online Sections	380
Courses Available Online as % of Total Courses	32%

Students by Time of Class Attendance

Day (Before 5 pm)	20,257	55%
Evening	5,744	16%
No Time Specified*	10,628	29%

*Usually online, internships or clinical

Employees by Type*

Instructional Faculty - Full-time	510	22%
Instructional Faculty - Part-time	834	36%
Executive Administration	22	1%
Administrative Professional	181	8%
Administrative Support	751	33%
Total Employees	2,298	

*CSN Human Resources, Fall 2013

Enrollment & FTE by Campus

Campus	Enrollment*	FTE
Charleston	15,514	6,474
Cheyenne	10,617	4,146
Henderson	5,114	2,111
Online	13,525	4,832
Apprentice	2,115	434.4
Mesquite / Moapa-Overton / Nellis AFB	335	93.8
Other	992	196.1

*Duplicated enrollment (each student counted once per campus)

Students by Status (FT/PT)

Full-time (FT) Student (12 + credits)	9,144	25%
Part-time (PT) Student (<12 credits)	27,485	75%

Students by Gender

Female	20,240	55%
Male	16,389	45%



Mission Fulfillment

CSN will be measuring achievement of the target indicators during the plan's duration in order to ensure that it is meeting its mission by embracing the core themes and goals of the strategic plan. Fulfillment is attained once 80 percent of the targets for each strategic plan is achieved going forward.

**KEVIN J. PAGE, CHAIRMAN; RICK TRACHOK, VICE CHAIRMAN
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