

Strategic Plan 2025: Accelerating Potential

Project List Update 11.16.20

Strategic Pillars

I.
Achieving Academic
Excellence

II.
Enriching the Student
Experience

III.
Engaging the
Community

IV.
Strengthening Our
Future

Cincinnati State Values

Potential for Growth and Success

We respect each student's background and celebrate their potential for personal growth and career success.

Innovation

We support innovative approaches to learning. We anticipate and effectively respond to the changing needs of those we serve.

Collaboration

We work together on behalf of our students and employers to meet community needs.

Equity

We believe in contributing to a socially and economically equitable society. We honor the diversity and inclusiveness of our College community and strive to hear all voices.

Experiential Learning

We promote experiential and lifelong learning.

Cincinnati State Mission

Cincinnati State provides **access, opportunity, and support** in achieving success for individuals seeking exceptional technical, transfer experiential/cooperative education and workforce training.

Cincinnati State Vision

Cincinnati State advances the educational and economic vitality of our state and region as the college of choice.

Strategic Pillars, Goals, Actions & Projects

I. Achieving Academic Excellence

Cincinnati State will engage students through relevant experiential instruction that prepares them for career and educational success.

Strategic Goals	Actions	Projects
1. Increase career technical education attainment to meet employer and community needs.	a. Enhance student preparation for high tech, in-demand careers. b. Expand career pathways that have relevant paid co-op or experiential learning directly related to the students' career goals. c. Ensure programs and credentials lead to career success.	Career Outcomes Data Project * Collect and analyze employment data by program. Incorporate into Annual Self-Study, Program Benefit, and resource allocation. ET Leader – C. Calvert Status/Timing – Ongoing with annual updated review Committees Involved – Data Governance Group Resources – No additional resources needed Related projects – CPS Partnership/Pathways Work Integrated Education Initiative * Study co-op, practicum, clinical and other work integrated education programs. Recommend improvements to expand experiential learning at CS. ET Leader – R. Hoopes Status/Timing – 2020 - 21 Committees Involved – Co-op Committee Resources – No additional resources needed Related projects – Learning Outcomes Assessment Committee, Annual Self Study, HLC Comprehensive College-wide Advisory Board Review Collect lists, feedback and other details about all CS Program Advisory Boards. Recommend process and membership improvements. ET Leader – R. Hoopes Status/Timing – IN PROGRESS, INCLUDED IN SELF-STUDY Committees Involved – APCC, Instructional Council Resources – Dean time, sustenance budget Related Projects – HLC
	* A Guided Pathway Strategy – an initiative that streamlines the student's journey to completion and career success	
2. Prepare students for successful transition to baccalaureate degrees.	a. Create and assure transfer pathways that serve the needs of bachelor-bound students. b. Support students in their transition from K-12 to Cincinnati State and to 4-year institutions.	Pathway Assessment and Expansion* Review all transfer agreements and results. Discuss and identify new opportunities. Implement and promote new agreements and campus presence. ET Leader – R. Hoopes Status/Timing – INITIAL WORK COMPLETE, SOME ONGOING Committees Involved – Instructional/Deans' Council

		Resources – Additional transfer support Related Projects - None
3. Provide all students with accessible and high-quality educational options.	<p>a. Enhance system for learning evaluation and improvement.</p> <p>b. Create equitable pathways to educational and career success for all students, including College Credit Plus, undecided majors and workforce training students.</p> <p>c. Expand educational options and support systems through a variety of innovative learning formats, including online.</p>	<p>Early College Pathway Launch Create and launch CCP and other pathways to facilitate Cincinnati State student completion towards Bachelor Degree. ET Leader – R. Hoopes Status/Timing – 2020 - 21 Committees Involved - CCP Committee (New) Resources – College Recruiter, CCP Manager, Early College Pathways Manager(Grant funded) Related Projects</p> <p>Distance Education Support System Establish system to recruit and fully support online students. ET Leaders – R. Hoopes, A. Waldbillig Status/Timing – SOME COMPONENTS COMPLETE Committees Involved – Online Orientation Group Resources – College Recruiter, Online proctoring software Related Projects – Online Orientation Project, Enrollment Management Plan</p> <p>Workforce Training Connection to Degrees * Clearly define and promote WDC student stackable certificate pathway options. ET Leader – A. Waldbillig Status/Timing – 2020 - 21 Committees Involved – Deans’ Council Resources – Grant funded position Related Projects – TechCred, College Credit Plus Projects</p> <p>Higher Learning Commission Reaccreditation Implement plan to address all HLC requirements and new requirements including 3-year assessment cycle of learning outcomes. ET Leader – R. Hoopes Status/Timing – ongoing thru 2022 - 23 Committees Involved – Learning Outcomes Assessment, Deans’ Council, Continuous Quality Improvement Resources – Professional development/travel budget Related Projects – CTL, Annual Self Study</p>

II. Enriching the Student Experience

Cincinnati State will create a sense of belonging and engagement within the college community for all students.

Strategic Goals	Actions	Projects
1. Tailor student support services to address unique needs and goals of each student.	<ul style="list-style-type: none"> a. Provide all students with access to personalized advising and coaching from admission to graduation. b. Intensify support and referrals to address student needs including counseling, academic support, financial, food insecurity, housing and transportation. c. Increase student success through comprehensive and personalized cohort-based programs 	<p>Academic Intervention Redesign – and Multiple Measures* Enhance and expand intrusive advising to ensure student progression and success. ET Leader – R. Hoopes Status/Timing – COMPLETE Committees Involved – Deans’ Council Resources – Internal training, Starfish improvement (IT programming) Related Projects – Advising Redesign</p> <p>Student Degree Map * Establish advising process and catalogue inventory to populate online tool. ET Leader – R. Hoopes Status/Timing – IN PROGRESS, CATALOGUE IN PROGRESS Committees Involved - APCC Resources – No new resources Related Projects – Academic Intervention</p> <p>Cincinnati State Accelerate Phase II* Implement phase II of CS Accelerate program with external funding and additional student cohort. ET Leaders – S. Hill, M. Posey Status/Timing – MAJOR GIFT RECEIVED, 2021-22 NEW COHORT START, NEC FORM COMMITTEE Committees Involved – New Committee, Cincinnati State Foundation Resources - External Funding Related Projects – Advising Redesign, Comprehensive Campaign</p> <p>Comprehensive Student Support Services (surge cupboard, career closet, career services and others – plus other student services) Assess, organize and identify gaps to be filled by internal or external resources. Bring together and expand resources to support students. Serve current students more efficiently and effectively. ET Leader – S. Hill Status/Timing – 2021 - 22 Committees Involved - Behavioral Intervention Team, Student Government Resources – International employee replacement Related Projects – Space redesign Main, Comprehensive Campaign</p>

		<p>Optimizing Student Financial Experience Develop a plan that integrates student scholarship, loans and grants. ET Leader – A. Waldbillig Status/Timing – 2022 - 23 Committees Involved – Scholarship Committee, CS Foundation Resources - Related Projects – Comprehensive Student Support Services (identifying potential students eligible for scholarships)</p>
2. Enrich the campus life experience of students.	<p>a. Improve and increase alignment of student activities with College-wide learning outcomes.</p> <p>b. Investigate and introduce new clubs, organizations and activities that enrich the college experience.</p>	<p>Student Experience and Social Integration Project Align and expand student activities. ET Leader – S. Hill Status/Timing – INCORPORATE COVID IMPACT, 2021 - 22 Committees Involved - Student Government, New Committee Resources – Intramural activities \$50,000 Related Projects – Co-curricular Mapping</p> <p>Co-curricular Mapping Review all student clubs. Link learning outcomes and academic goals and recommend changes / additions. ET Leader – R. Hoopes Status/Timing – IN PROGRESS Committees Involved – Learning Outcomes Assessment Committee (LOAC) Resources – None at this time Related Projects – HLC</p>

III. Engaging the Community

Cincinnati State will be a source for economic mobility and vitality and a resource for equity and inclusion for individuals, businesses, and organizations in our region.

Strategic Goals	Actions	Projects
1. Identify, develop and establish programs and partnerships in response to emerging workforce and economic development needs.	<ul style="list-style-type: none"> a. Offer new / updated programming reflective of emerging needs and markets. b. Be a lead partner in key projects responding to improved economic development. c. Increase work with economic development organizations and area universities. 	<p>Applied Bachelor Degrees Implementation Implement Land Surveying and Culinary Food Science degrees.</p> <p>ET Leader – R. Hoopes Status/Timing – COMPLETE, continued investment needed Committees Involved – APCC, Bachelors Implementation Work Group, Instructional Council, Foundation Board Resources – Investment in Culinary lab (food science) capital funding potential; Land surveying – co-op coordination support Related Projects – Managing inventory and assets, Comprehensive campaign</p> <p>Butler County Strategy Develop partnerships that lead to increased delivery of education to Butler County residents and employees.</p> <p>ET Leaders – R. Hoopes, A. Waldbillig Status/Timing – IN PROGRESS, 2019 – 20 and ongoing Committees Involved – Executive Team, Enrollment Management Plan Team Resources – Potential ACF, Consultant Related Projects -</p> <p>I75/Aerohub Development – Pontum Leap Leverage I75 / Aerohub project to connect industry and training needs.</p> <p>ET Leader – A. Waldbillig Status/Timing – IN PROGRESS, 2019 – 20 and ongoing Committees Involved – Executive Team Resources – None at this time Related Projects - None</p> <p>Hamilton County Strategy Develop partnerships that lead to increased delivery of education to Hamilton County residents and employees.</p> <p>ET Leader – M. Posey Status/Timing – 2020 – 21 thru 2025 Committees Involved – Executive Team, Enrollment Management Plan Team Resources – Increased career tech involvement Related Projects -</p>

<p>2. Expand and optimize our work with organizations that address poverty, social mobility and opportunity to increase educational access.</p>	<p>a. Scale up strategic partnerships through coordination with government, social service, and business to increase new student referrals and services for current students.</p> <p>b. Evaluate and collaborate on filling gaps in educational needs.</p>	<p>Ohio TechCred/Short Term Certification Engage prospective employers and students to promote low cost options for credential attainment. ET Leader – A. Waldbillig Status/Timing – IN PROGRESS Committees Involved – Instructional Council Resources – personnel support Related Projects</p> <p>Poverty Collaborative Project LIFT Position CS as a key contributor to local initiative to reduce poverty. ET Leader – M. Posey Status/Timing – 2020-21, 2021-2022 Committees Involved – Student Government Resources Related Projects -- Comprehensive Campaign</p>
<p>3. Position and achieve significant recognition and support for Cincinnati State.</p>	<p>a. Make the case for and achieve increased public and private funding.</p> <p>b. Execute and leverage 50th anniversary as a regional milestone.</p> <p>c. Successfully complete multi-million dollar comprehensive fundraising campaign.</p>	<p>Alumni Network Expansion Expand support and work of CS Alumni to help promote the college. ET Leader – E. Ruther Status/Timing – 2020 – 21, 2021 - 22 Committees Involved – Alumni Board Resources Related Projects - Comprehensive Campaign</p> <p>Comprehensive Campaign Raise significant funds through public – private partnership to benefit students and employers. ET Leader – E. Ruther Status/Timing – IN PROGRESS Committees Involved - Campaign Working Group Resources Related Projects</p> <p>Public Funding & ROI Exploration Investigate options and develop case for increased public funding. ET Leader – E. Ruther Status/Timing – 2020 -21, 2021 - 22 Committees Involved – Executive Team Resources - Consultant, External Survey Related Projects</p>

IV. Strengthening Our Future

Cincinnati State will attain the resources, processes and planning sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges.

Strategic Goals	Actions	Projects
1. Increase headcount and credit hour enrollment.	<ul style="list-style-type: none"> a. Create and implement an enrollment management plan with targets for key student segments. b. Intensify all recruitment efforts including branding and marketing. c. Increase student persistence and retention efforts 	<p>In-demand Program-based Marketing Target select programs and student segments for enrollment growth. ET Leader – A. Waldbillig Status/Timing – 2019 - 20, 2020 - 21 Committees Involved – Marketing, PR and Internal Communications Team Resources Related Projects</p> <p>Enrollment Management Plan Develop and execute a comprehensive and targeted enrollment strategy. ET Leader – A. Waldbillig Status/Timing – 2019 - 20 Committees Involved – Enrollment Management Plan Team Resources Related Projects</p>
2. Achieve and maintain a level of fiscal health that allows for strategic investments in people, innovation and infrastructure, and a vibrant future.	<ul style="list-style-type: none"> a. Increase the use of data and collaborative input to identify, prioritize and leverage needs and resources. b. Examine and improve internal processes to increase efficiency and effectiveness. 	<p>IT Infrastructure Modernization Develop and execute a master plan for risk mitigation and modernization of college's IT infrastructure. ET Leader – L. Baumann Status/Timing – CONTRACT BEING NEGOTIATED, 2020 – 21, 2021-22 Committees Involved - Academic Technology Committee, Project Oversight Team (New), ITS Change Management Team Resources Related Projects</p> <p>Student Onboarding Redesign/Multiple Measures Institute multiple measures for admission and placement. ET Leaders – R. Hoopes, A. Waldbillig Status/Timing – COMPLETE Committees Involved – APCC, Deans' Council Resources - Related Projects -</p>

<p>3. Anticipate evolving external factors such as technology, demographics, the economy and state support, and align plans and investments in people, programs, and facilities.</p>	<p>a. Strategically assess, align, prioritize and modernize facilities, IT and equipment.</p> <p>b. Demonstrate value and invest in employees as a key to the future of the College.</p>	<p>Asset Improvement Investment Manage ongoing inventory of physical, plant, and equipment improvements and repair. ET Leaders – L. Baumann, C. Calvert Status/Timing – 2019 – 20 and ongoing to 2025 Committees Involved - Facilities Advisory Team, Budget Advisory Team Resources - Related Projects -</p> <p>Main Building Recovery & Opportunity Development of a plan for recovery, renovation and revitalization of Main Building and commence execution of plan as scheduled. ET Leader – L. Baumann Status/ Timing – IN PROGRESS Committees Involved - Facilities Advisory Team Resources Related Projects</p> <p>Diversity, Equity & Inclusion Plan Research, analyze and recommend priorities to close equity gap for students and employees. ET Leader – M. Posey Status/ Timing – 2020 - 21 Committees Involved – Diversity, Equity & Inclusion (New) Resources Related Projects – Completion Plan (for students)</p> <p>Equipment and Technology Investment Prioritization of needs for equipment and technology for academic and non-academic operations. ET Leader – C. Calvert Status/Timing – 2021 - 22 Committees Involved Resources Related Projects</p> <p>Professional Development Develop and execute a plan to understand college professional development needs and efficiently deliver against those needs. ET Leaders – L. Baumann, R. Hoopes Status/Timing – 2021 - 22 Committees Involved – Professional Development, Center for Teaching and Learning Resources Related Projects</p>
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