Fairfield Index | **MEMORANDUM**

To:	Dr. Dave Harrison, President, Columbus State Community College
From:	Don Upton, President
cc:	Kimberly Hall, Chief of Staff, Office of the President, CSCC; Teresa Barber, Director, Fairfield Index, Inc.; Courtney Manning, Manager of Research Fairfield Index, Inc.; Steve Genoway, Policy Analyst and Group Liaison, Fairfield Index, Inc.
Date:	May 13, 2013
Re:	Strategic Planning Work Session: Workforce Development

Thank you for calling on Fairfield Index, Inc. to assist with the May 1, 2013 Strategic Planning Work Session: Workforce Development. I appreciate the ability to anticipate this important three-hour session through discussions with the Core Planning Team in-person and through video conference. Drawing data from Columbus State Community College (CSCC) Workforce Development Strategic Planning Forum of February 7 was especially helpful, so I want to acknowledge the thoughtful work of 100+ Forum participants. The Forum Session Notes (*Framing a Strategic Goal for Our College Strategy, 2013*) were especially informative to the participants in the Work Session.

This memorandum is designed to highlight key outcomes and input from the Work Session, and provide some recommendations on next steps. It should reflect the general agenda and discussion flow, and state key deliverables of the meeting in concise, simple form. It is my hope that this memo, set out as a third party product, may be circulated among all participants for review, comment, and supplementation.

Participants were candid and engaged throughout the Work Session, and willing to be challenged on key assumptions. I send my thanks to the entire team for a great morning of work.

Key Accomplishments – Summary

Work Session participants succeeded in: applying their discussions to an Enterprise Goals Model; considering a goal and strategies that are aligned with mission, and matter most to a unified college community and high-impact Board engagement; providing a true-up and endorsement of possible enterprise-wide guiding principles; creating a solid, draft Strategic Goal; and articulating priority Strategies (or programs) that advance the entire enterprise towards goal.

Agenda and Purpose Statement

The agenda for the Work Session was tested and improved through advance leadership meetings and calls, and circulated to participants in advance. It included a short Purpose Statement, which provided context relative to the February 7 Forum.

Purpose Statement: This strategic planning work session is being held to draw on a small but diverse set of expert perspectives to inform a WORKFORCE DEVELOPMENT element of a new college strategy; and honor the work of a February 7, large STRATEGIC PLANNING FORUM on the same subject. This three-hour session should produce a high-confidence draft framework for the topic that may be updated and integrated into a larger strategy, which includes STUDENT SUCCESS and CIVIC ENGAGEMENT. Participants will be provided with the session notes from the February 7 FORUM in advance, and should expect additional pre-session reading.

The agenda set out the following order of work, with the most significant time commitments made to the drafting of a Goal Statement with supporting Strategies.

AGENDA – May 1

[09:00]   Agenda - *Dr. Dave Harrison, President - Columbus State Community College*

Welcome and Purpose of Work Session - *Harrison and Don Upton, President - Fairfield Index, Inc.*

Role of Strategic Planning Consultant and Introductions of Session Participants

Context of Today's Work Relative to Overall Plan

Framework and Basic Rules for Planning; and Flexibilities

Reviewing and Supplementing Draft Guiding Principles

Editing and Improving Draft Goal Statement

Sharing Potential Achievements (Metrics, Activities, Reforms, and Resources that Matter Most at the College-wide Level)

Use of Collaborative Partners in the Future

Review and Update Work in Framework

Next Steps and Additional Work, if Needed

[12:00] Adjourn

Guidance for the Work Session

The following information was shared at the opening of the Work Session to help guide participants' work.

➔ Share information in a simple form – Accessibility
➔ Be clear about intentions and actions – Clarity
➔ Recognize that the outcomes of the meeting, including recommendations, are subject to change and improvement as the planning process continues – Draft Only
➔ Think at the enterprise level – Provide ideas and drafts that work at the board level and links the entire college community – Shared Goals and Strategies

Enterprise Goals

Enterprise Goals were used as a framework for discussion and drafting. The current CSCC vision and mission were assumed. The Enterprise Goals Model is included as Attachment A for reference. It contains the following elements:

- Visions for the community served and the enterprise
- Mission of the enterprise
- Strategic Goals
- Strategies (or enterprise-wide/supporting projects) to advance the Strategic Goal
- Measures of Success/Achievements/Metrics
- Collaborative Partners (other people or organizations necessary for success)
- Infrastructure

Outcome – Guiding Principles

Participants edited and advanced the following Guiding Principles for the CSCC enterprise.

We ...
- Watch the horizon and are prepared to respond to/take action on changing trends and conditions
- Measure progress and success
- Serve our communities
- Collaborate with others for success
- Reward innovation
- Communicate with clarity
- Make data-driven decisions
- Ensure the campus community has ways to unify around common strategies
- Provide leadership
- Ensure students are equipped to succeed
- Listen
- Teach
- Motivate, empower, and activate a growing alumni base
- Provide honest perspectives to all stakeholders
- Embrace and action the highest standards of customer service

Outcome – Strategic Goal

Participants reached consensus on the following Strategic Goal:

Relevant and Responsive Career Paths for the People who Call the Central Ohio Region "Home"

Raw edits and results from small team and individual Strategic Goal worksheets may be found in Attachment B.

While defining the Strategic Goal, participants were especially interested in:

- Shifting from "workforce" to "career pathways" language

- Shifting from "student" to "people" to ensure all aspects of the lifelong learning journey are considered

- Ensuring key words like "relevant" and "responsive" focus CSCC attention on a honest, up-to-date view of real career opportunities and solid wages, and gathering the best possible demand-side intelligence on skills requirements from employers

- Stepping up for CSCC and the Central Ohio Region by building a system to identify, on a sustainable platform, current and future industry requirements for talent, and the career path approaches to meet employer needs

The Strategic Goal was influenced by a preliminary roster of Strategies that included: connecting and inspiring students, and understanding the questions that matter most in assessing skills and designing career pathways; teaching the regional community about the role and value of CSCC in regional prosperity; considering a comprehensive "front-end" process for "onboarding" students; draw on current strengths to do an even better job in identifying employer needs and sharing insights across the CSCC enterprise and region; restate the strengths and values of continuing education; involve alumni in skills pathways diagnostics; identify and leverage a "top 10" group of satisfied business customers to signal decisive and lasting involvement and success.

Outcome – Strategies that Help CSCC Advance to Goal

A consensus roster of potential Strategies include:

- High Performance Regional Talent Demand Team – CSCC Creates, Convenes, and Manages a Platform for Employer Data and Skills Needs – Provide Analytical Resources to Other Regional Partners – "Integrated Interface with Business" (Possibly Sector-based)

- Redefine 21st Century Skills to Create Understanding and Engagement Regarding "Soft Skills" and Overall Career Success Skills

- Teach the Regional Community Regarding the "Front Door" Roles, Responsibilities, and Resources of CSCC— Redefine Success for Alumni, Business/Employers, and the Regional Community

- Student On-boarding - Connect and Consult with Students by Establishing a "Student Passport" that: Draws on Student Data (including transition information); Identifies Learning Pathways in the Context of Demand Driven Data; Supports

Non-credit Decision Making and Value; and Connects the Right CSCC Resources to Student Needs

- New, Deeper Alumni Engagement Around Understanding Employer Requirements and Overall Business Trends ("Alumni Reality Check"), Improving Access to Workplace and Applied Experiences, and Supporting the "Front Door" Roles of CSCC in the Region

- Establish Credible, "Business Top 10" of Satisfied/"Happy" Users of CSCC Data, Curriculum and Training, and Talent – Solid, "Go-to" Proof of the CSCC Concept

An Enterprise Goals version of the Strategic Goal and Strategies may be found in Attachment C.
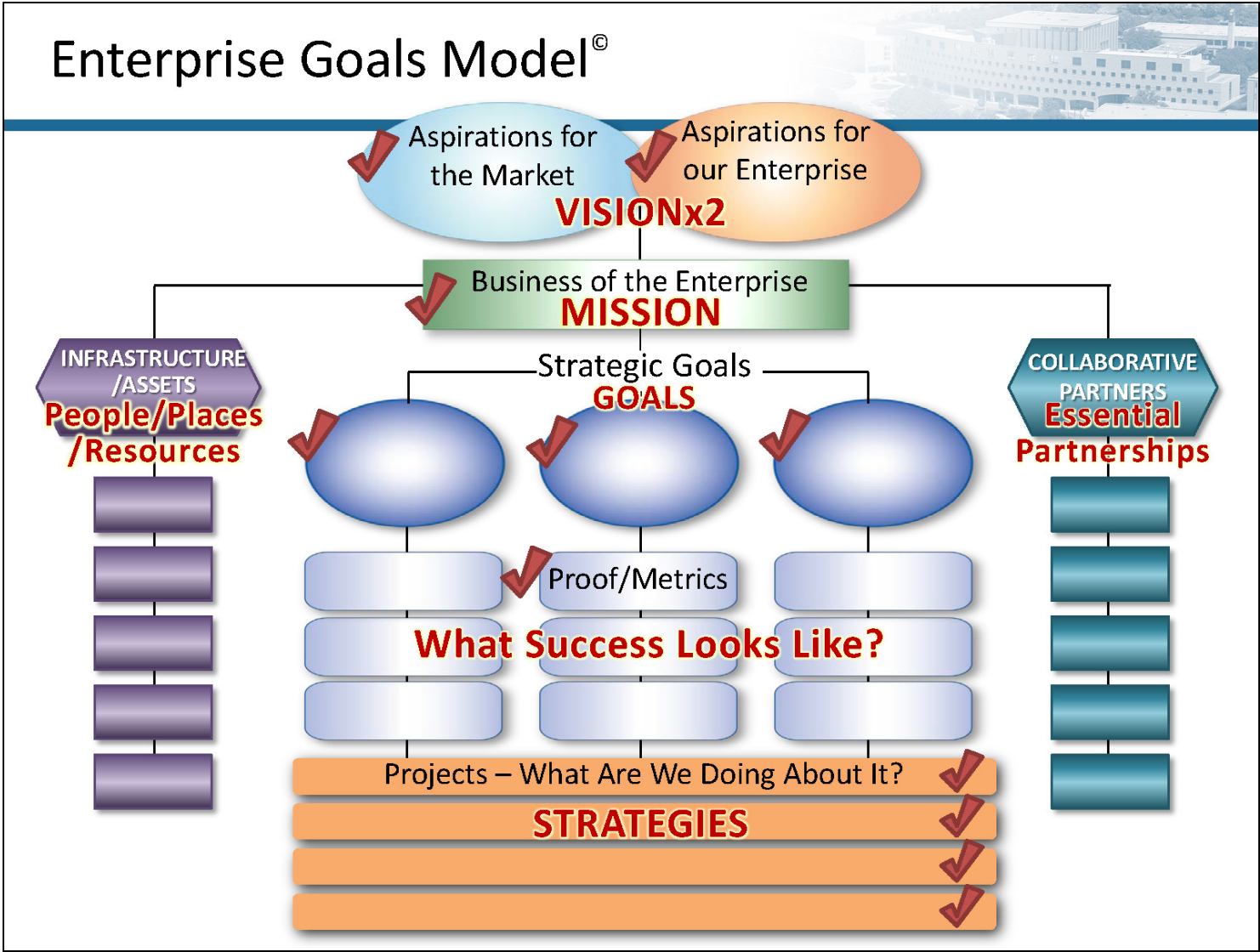
NEXT STEPS

I recommend the following next steps:

1. Circulate this third-party memo to participants for comment

2. Ask Core Planning Team to populate the Enterprise Goals Model with FORUM and Work Group recommendations, and new ideas, if needed

3. Find virtual or face-to-face time to share Enterprise Goals Model results with participants

4. Update and present final recommendations on the Civic Engagement assignment to the Office of the President

Attachment A

Enterprise Goals Model©

Aspirations for the Market — Aspirations for our Enterprise — **VISIONx2**

Business of the Enterprise — **MISSION**

INFRASTRUCTURE /ASSETS — **People/Places /Resources**

COLLABORATIVE PARTNERS — **Essential Partnerships**

Strategic Goals — **GOALS**

Proof/Metrics — **What Success Looks Like?**

Projects – What Are We Doing About It? — **STRATEGIES**

Attachment B

CSCC Strategic Planning Work Session – Workforce Development
<u>Iterations of Strategic Goals</u>

Goal worksheet 1   ~~Workforce~~ *Career* Development

To be the trusted business partner for Central Ohio employers

Teaching and learning > Smart
   -students -employers -community -US

Goal worksheet 2

#1 Identify and provide responsive and relevant career pathways for students that meet the needs of employers

Developing a regional "supply and demand team" so academic programs and career pathways are integrated with required demand

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Goal worksheet 3

Provide relevant and responsive career paths with students

Align/partner with employers and programs for continuing education, etc.
    Employers should know who they can connect with on campus

We can do that! If employer comes to us with a need we can act on it quickly

Guide and provide career counseling to students through connections to appropriate resources

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Goal worksheet 4

Identifying and detailing regional career pathways connected to academic offering and careers

The CSCC front door connects people with regional career pathways tied to educational and career resources for success

Our front door connects people with regional career pathways for success

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Goal worksheet 5

Programs with – relevant/forward thinking alignment with B+I

Programs to add value to lives of students at every skill level

Pathway systems to integrate students with programs and industries. Providing pathways for careers

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Goal worksheet 6

Connecting and inspiring employers

Actively/effectively guide students to and through their career pathway, and proactively respond to industry demand for talent

ID: Ensuring that students have accurate/clear guidance on their career pathways form inception to completion

Response: Demonstrating that our resources can meet industry needs

Goal worksheet 7

Identify and respond to relevant and responsive career paths

Identify and respond to relevant career opportunities with rigor and commitment

Provide the opportunity for learning and success through workshops, career [?] programs and degrees

Goal worksheet 8

Regional provider of relevant and responsive career pathways

The regional 1) convener 2) leader for/of relevant and responsive career pathways. (Includes, university, K-12, and business)

Goal worksheet 9

Notes on top: Relevant and responsive programing that links people to regional opportunity
     Relevant = student interest, student skill level, industry need

Goals:

Anyone who comes to CSCC with any skill level, talent or interest is able to spend some time at CSCC and get a career with a Columbus employer at a livable wage when they leave CSCC

Relevant, responsive career paths for students

Goal worksheet 10

Relevant ID and responsive career pathways for success including continuing education. Flexible pathways
Workforce due process/component for delivery
Relevant and responsible career pathway for success

Goal worksheet 11

Relevant and responsible career pathway identification for students/potential for students (the entire* community we serve? Our service area?) Through education and training

*After our discussion, we still like the original goal statement but it seems like we should be working with our "Demand-side" stakeholders (businesses) to identify the workforce needs that we can fill. That is elastic and ever-changing and we need to be agile enough to fill those demands.

Goal worksheet 12

Relevant, responsive, career path for students integrated with regional needs

Goal worksheet 13

Responsive
- Centralizing programming resources
- Recognizing student goals and capabilities
- Appropriate community referrals for students

Relevant
- End goal of employs program
- Current programming and
- Fair wages
- Articulation agreements intact

Identify Links to Curriculum
- Career pathways for program
- Adult education
- Lifelong learner

Goals worksheet 14

Relevant
- By end goal – for each department
- Current programing - fair wages
- Pathway to Four Year academic
Responsive
- Centralized programing
- Recognizable student goal and capabilities
- Community referrals

ID Links to Curriculum
- Career Pathways
- Adult education
- Lifelong learners

Attachment C

Mission/Business of the Enterprise
To educate and inspire, providing our students with the opportunity to achieve their goals

Strategic Goal
Relevant and Responsive Career Paths for the People who Call the Central Ohio Region "Home"

POTENTIAL STRATEGIES

High Performance Regional Talent Demand Team – CSCC Creates, Convenes, and Manages a Platform for Employer Data and Skills Needs – Provide Analytical Resources to Other Regional Partners – "Integrated Interface with Business" (Possibly Sector-based)

Redefine 21st Century Skills to Create Understanding and Engagement Regarding "Soft Skills" and Overall Career Success Skills

Teach the Regional Community Regarding the "Front Door" Roles, Responsibilities, and Resources of CSCC— Redefine Success for Alumni, Business/Employers, and the Regional Community

Student On-boarding - Connect and Consult with Students by Establishing a "Student Passport" that: Draws on Student Data; Identifies Learning Pathways in the Context of Demand Driven Data; Supports Non-credit Decision Making and Value; and Connects the Right CSCC Resources to Student Needs

New, Deeper Alumni Engagement Around Understanding Employer Requirements and Overall Business Trends ("Alumni Reality Check"), Improving Access to Workplace and Applied Experiences, and Supporting the "Front Door" Roles of CSCC in the Region

Establish Credible, "Business Top 10" of Satisfied/"Happy" Users of CSCC Data, Curriculum and Training, and Talent – Solid, "Go-to" Proof of the CSCC Concept