



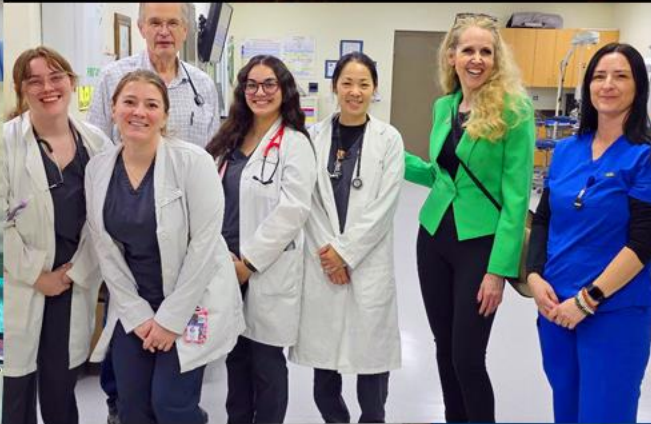
Spring Convocation 2026

CELEBRATING ACHIEVEMENTS AND
INSPIRING FUTURE SUCCESS





**Welcome to
2026!**



CSN Is Moving In A Great Direction

Observations and Key Goals, My Commitment, and My MOONSHOTS

Our Shared Mission and Vision – Creating Our Shared Direction

Collective and Collaborative Efforts

Gratitude and Encouragement

Strategic Direction:

Building a Future that Honors and Values
Innovation and Transformation

CSN's Vision and Mission Statements

Mission:

The College of Southern Nevada **empowers** our **students and communities** to achieve, succeed, and prosper.

Vision:

The College of Southern Nevada is **recognized as a leader among community colleges** in fostering student success, shared governance, and performance excellence.

Launching the Strategic Planning Process

Initiating the Process

CSN will launch the process early this spring. Planning will continue until roughly March, 2027.

Encouraging Employee Participation

Employees are urged to actively contribute, especially by joining the Strategic Planning Taskforce. The nomination process is OPEN! Check it out on the Strategic Plan website - <https://www.csn.edu/institutional-effectiveness/strategic-plan> - out SOON, and watch for an email later today!

Inclusive Process

The process emphasizes inclusivity and collaboration to integrate diverse perspectives, students' expectations, and community interests.

Timeline and Feedback

The strategic planning process is just as important as the product. An external consultant will provide guidance regarding the process to ensure all are engaged, community and student feedback is gathered, data is analyzed, and the final product is OURS!

Art, Heart, and Science of Enrollment Success

Addressing Enrollment Opportunities

Enrollment Ecosystem Approach

This approach utilizes key strategic enrollment planning strategies and a collaborative synergy to address enrollment goals, projections, and challenges.

Unified Effort for Student Retention

Innovative solutions and unified efforts are essential to attract and retain all students.

Equal Support for All Programs

Both credit and non-credit programs should receive equal attention to ensure all students are supported.

Encouraging Employee Contributions

Employees should be motivated to share ideas that improve recruitment, retention, and completion rates.

Fostering Student Achievement and Involvement

01

Student Success Data

Improve how we share student success data to highlight progress and identify areas of opportunities in academic achievement.

02

Student Engagement and Belonging

Encourage personal connections via clubs and leadership roles to boost student engagement and retention rates.

03

Inclusive Supportive Environments

Creating an inclusive environment ensures every student interaction supports academic and personal success.

Enhanced Community Partnerships and Our Relevancy



Strengthening External Collaborations

Diversify and Strengthen Regional Partnerships

The college collaborates with the county, cities, workforce agencies, school district, industry leaders, and regional economic development organizations to enhance skill development and educational output and meet industry demands.

Community Engagement and Growth

Ongoing engagement with partners drives expansion of collaborative and customized training and knowledge acquisition as well as makes CSN more relevant.

Shared Governance and Work Climate

Building Trust and Transparency

Principles of “Collaborative” Governance

Reaffirm the importance of shared governance and institutional bylaws to ensure transparency, collaboration and trust.

Employee Engagement and CONNECTIONS!

Encourage employee participation and collaborative decision-making to foster a culture of respect and inclusion. Build collaborative cross-pollinating CONNECTIONS with others!

PACE Survey Insights

Discuss survey results that highlight workplace strengths and areas for climate improvement to build trust, improve communication, and broader connections to the strategic direction of the college.



Relevant PACE Results

- Thanks to the Work Climate Committee for their work on the PACE Survey.
- A special thanks to Danielle Richards and Bob Ngo



Purpose of the PACE

- Understand CSN's institution's culture and capacity to promote student success
- Hear directly from employees about how they perceive and experience their work
- Promote open and honest communication to inform priorities for change

Structure and Administration of the PACE

- 46 standard questions assessing 4 climate factors on a five-point Likert scale
- 20 Racial Diversity questions
- 10 custom questions
- 8 demographic questions
- 3 custom demographic questions
- 4 open-ended questions

Spring 2025:

2275 CSN employees, 698 respondents, 30.3% response rate

Climate Factors



Institutional Structure

Mission, leadership, structural organization, decision-making, and internal communication



Supervisory Relationships

Relationships between employees and supervisors



Teamwork

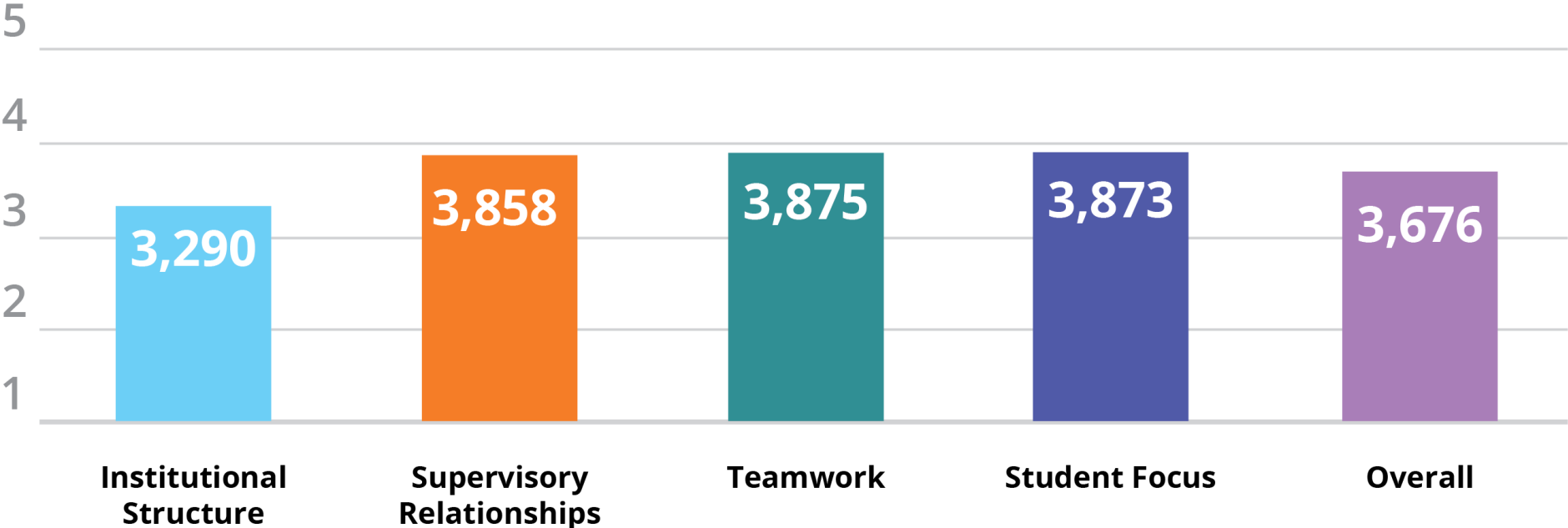
Spirit of cooperation amongst work teams



Student Focus

Centrality of students to the actions of the institution

Overall Means



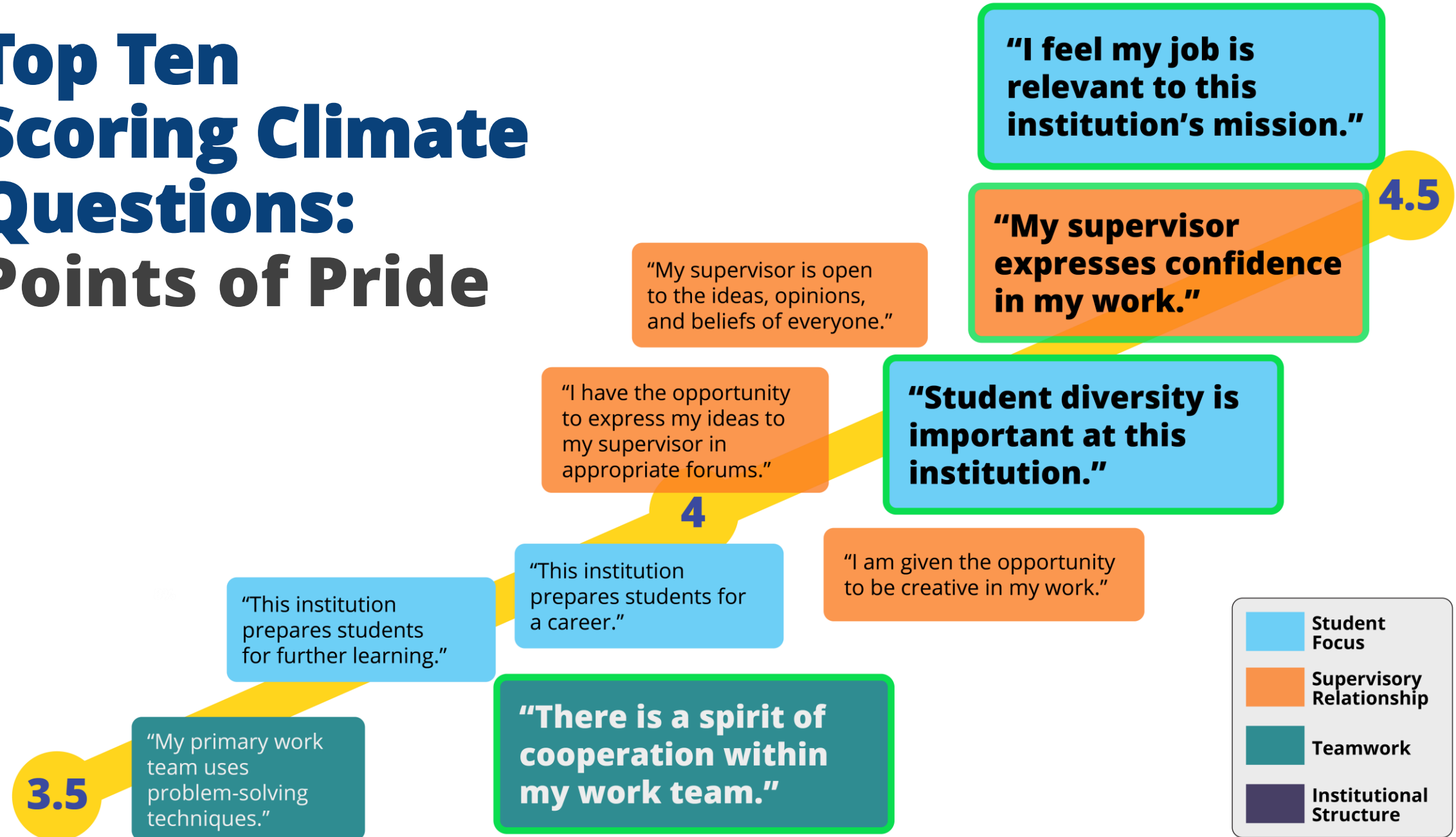
CLIMATE FACTOR -
LOWEST MEAN

CLIMATE FACTOR -
HIGHEST MEAN

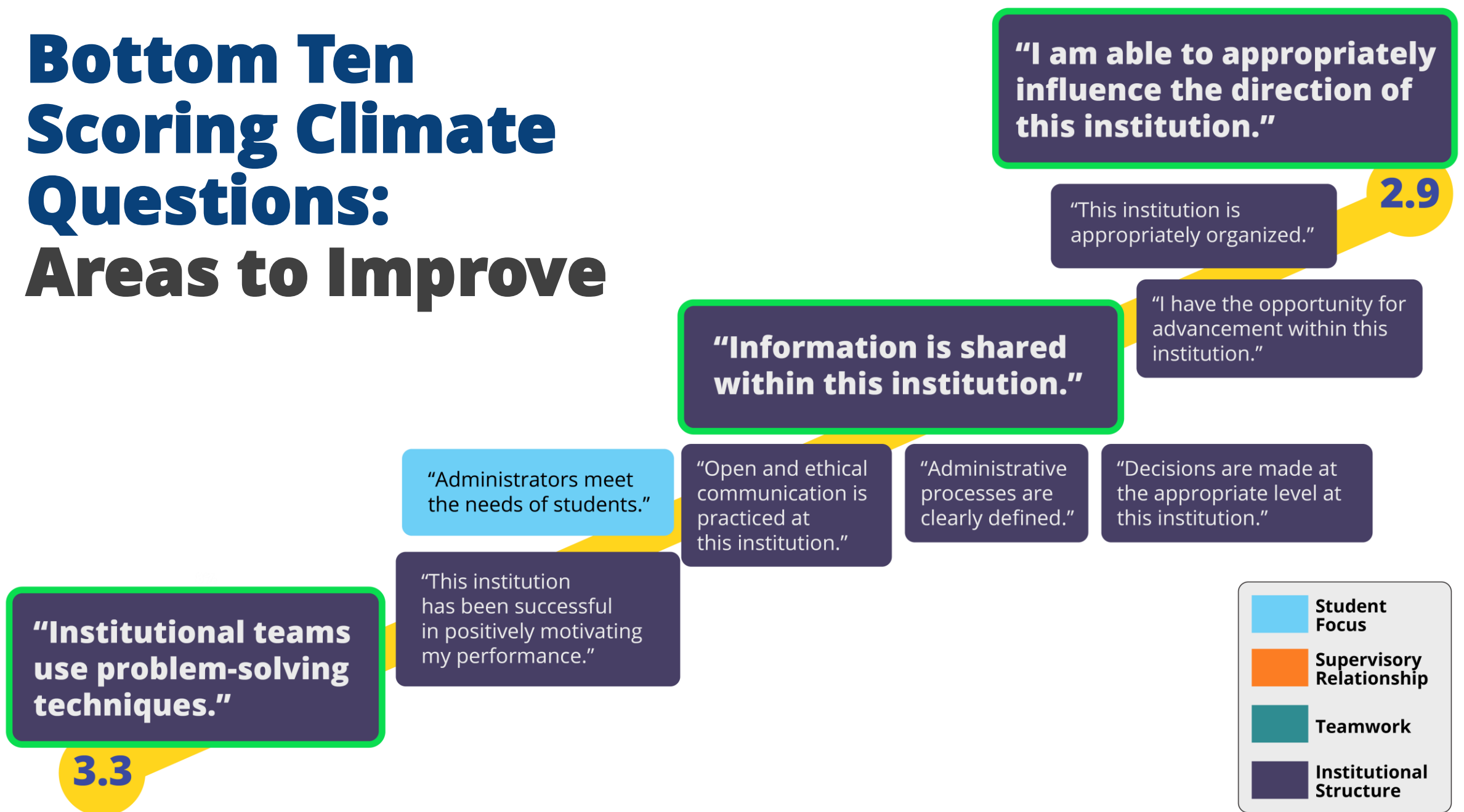
Improvement Highlights

- The overall and climate factor means from the 2025 PACE Survey are higher than the means from CSN's last PACE survey in 2022. Four of the five climate means increased significantly ($p < .05$).
- All 15 institutional structure items increased since 2022 at CSN.
- 10 of 12 Supervisory Relationships items increased since 2022 at CSN (one without comparison).
- All 6 Teamwork items increased since 2022 at CSN. Teamwork items about employee voice are higher than CSN's 2022 overall mean.
- 11 of 12 Student Focus items increased since 2022 at CSN.

Top Ten Scoring Climate Questions: Points of Pride

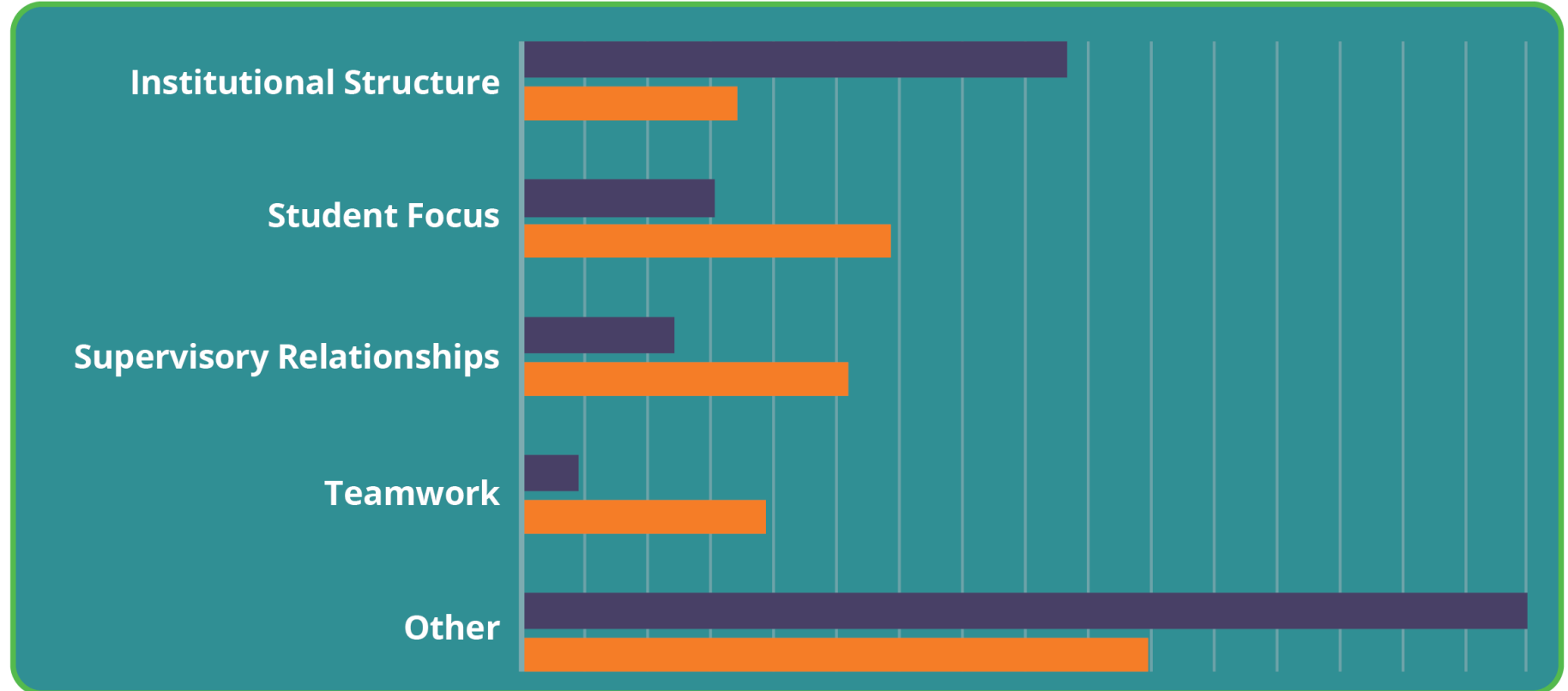


Bottom Ten Scoring Climate Questions: Areas to Improve



■ Qualitative Themes

- Food Service
- Safety
- Communication
- Employee voice
- Advancement



Budget & Organizational Enhancement

Financial Stewardship and Efficiency

Budget Updates and Projections

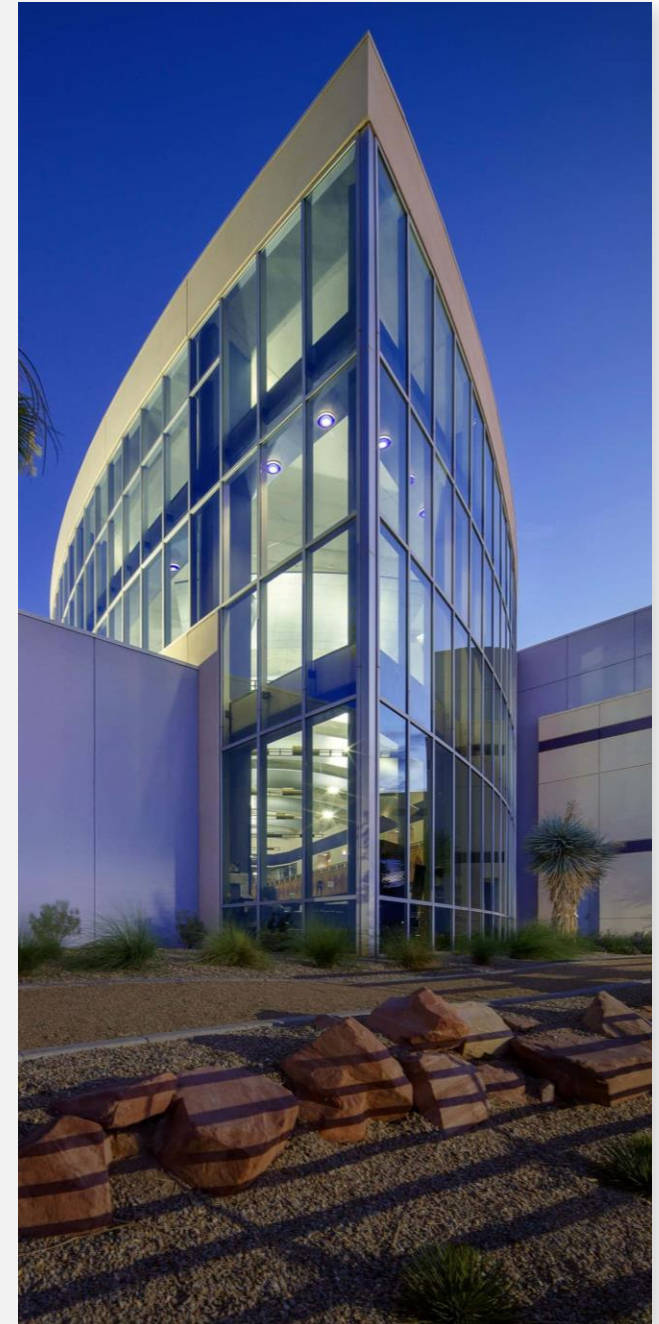
Provide regular updates on budget analyses, development, and revenue projections to offer clarity about the institution's financial outlook.

Executive Budget Advisory Committee (EBAC)

The committee plays a key role in aligning budget priorities with institutional goals for effective financial management. This includes analyzing reductions, confirming revenues, and supporting strategic priorities.

Transparency and Sustainability

Transparent budget decisions and focus on sustainability will build trust and ensure long-term fiscal stability.



Diversity Commitment

Promoting Equity and Community Engagement

Collaborative Partnerships

Work with CCSD, City and County officials, workforce agencies, economic development teams, and industry partners to expand the college's capacity to serve diverse populations and complex community needs.

Reaffirming Commitment

Embrace the college's dedication to diversity, inclusion, equity, and belonging.

Fostering Inclusive Environments

The college will continue to nurture inclusivity as a vital component for student and employee success.

Promoting Equity Initiatives

Highlight and encourage participation in programs that advance equity aimed at student success.



Future Planning Success: Master Planning

Promoting a Culture of Planning and Assessment

Budget Plan

Create an annual budget planning process that aligns resources with strategic initiatives, is inclusive in development and assessment, and uses industry proven methodologies.

Strategic Enrollment Plan

Develop and implement a strategic enrollment plan that is data informed, accounts for enrollment trends, incorporates new academic programs, is recruitment and retention driven, and concentrates on increased completion rates. This would include a Communications, Marketing and Branding plan.

Academic Master Plan

Utilize and enhance current academic master plans to ensure academic programs are relevant, well utilized, and informs a strategic enrollment plan.



Promoting a Culture of Planning and Assessment

Facilities Master Plan

Create a 15-year facilities master plan that growth identified through academic and enrollment plans.

IT, AI and Emerging Technologies Plan

Develop a long-range IT plan with focus on IT infrastructure and alignment with college-wide needs and future trends. Incorporate an AI and Emerging Technologies infrastructure that builds capacity in all aspects of our educational enterprise. **THANK YOU AI TASKFORCE** for their work this past year.



Enhance State Support

Prepare Legislative Engagement

Legislative Session Preparation

Focus on advocacy and strategic positioning for the upcoming legislative session to advance institutional goals.

Northwest Campus Development

Prioritize funding plans for the Northwest Campus, which supports college growth and provides educational service to the fastest growing area of Las Vegas.

Funding Formula Revision

Ensure a funding formula that truly benefits the community colleges and accounts for the students we serving, including the economic impact we have on the state of Nevada.

Commitment to Progress

Emphasize adaptability and forward-thinking to reinforce the college's long-term success in a changing educational landscape.



My MOONSHOTS!



- 🚀 CSN will be the **LARGEST** (enrollment) institution of higher education in the State of Nevada.
- 🚀 Annually, CSN will produce more graduates and completers than any other institution of higher education in Nevada.
- 🚀 CSN will be The Destination Institution of Higher Education for southern Nevadans.
- 🚀 CSN will be known as the most nimble, agile, and innovative institution in the State of Nevada.
- 🚀 CSN will be seen as the most relevant higher education provider as the area diversifies its economy.
- 🚀 CSN will be known as a Great College to Work For in Nevada.



My Commitment

- Committed to support the advancement of our mission, vision and strategic direction and remain student and community focused.
- Committed to working with our shared governance teams and promoting transparency and improved communications.
- Committed to promote and support our MSI, HSI and diversity mission.
- Committed to utilize a strong strategic planning process to promote a college-wide shared vision and direction.
- Committed to improved budget efficiencies, planning and transparency.
- Committed to help create an improved systematic and systemic enrollment planning process.
- Overall, I am committed to the success of CSN!





**Don't forget...
Coyote Thursdays!**

**Celebrate Coyote
Pride by wearing
CSN gear!**



CSN

THANK YOU

**for your hard work and
dedication to CSN, our
students, and the
communities we serve!**

**See you at the MLK Day
Parade!**