

Item Evaluation

Item 2.1 Strategy Development

Key Factor References

Item	KF Cat.	Key Factor
1	P.1a(4)	Mission, Vision, Values MissionEmpowering students to be successful in the workforce and their communities; VisionWill be the best in the nation in providing students with accessibility, affordability, career-readiness, social responsibility. ValuesStudents First; Community-Engaged; Collaboration; Partnership Excellence.
2	P.1a(9)	Technology STAR-Point app; Internal mobile app; college wireless network; online instructional resources/ support services; BOYD, interactive tv, virtual classrooms/podcasting, virtual anatomy table, collaboration technology/virtual discussion rooms, CAD systems.
3	P.1b(2)	Key Market Segments and Key Requirements Recent high school graduates inside/outside service area; non-traditional, transfer, former studentsfocused recruitment, information about institution, easy access to services. Primary customers: credit students, over 70% in 3-county service area.
4	P.1b(4)	Key Stakeholders, Partners and Collaborators Transfer schools/sister colleges, feeder high schools, Foundation, donors, alumni association, alumni, employers/advisory committees, technology partners, local community including chamber of commerce.
5	P.2a(2)	Competitiveness Changes National/regional estimates: declines in high school graduates over next decade; some peers/competitors lowering admissions standards; dual-credit academies, articulation agreements, collaboration with local employers to increase entry pathways; more attention to instructor qualifications due to increase in high school enrollment.
6	P.2b(1)	Strategic Advantages Student success outcomes, societal responsibility outcomes, partnerships, affordability.

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Strengths

Item	KF Ref.	++	Strength	As Evidenced By	A	D	L	I	Item Ref.	~Key Theme
1	P.1a(4), P.1b(2), P.1b(4), P.2a(2), P.2b(1)		CCNW has a systematic, deployed Strategic Planning Process. Learning and Integration are evident.	The key process steps (figure 2.2-1) are clearly articulated, along with deployment to the key stakeholders, including suppliers, collaborators, community, etc. The ST and LT planning horizons are clearly explained. Agility and resilience are included through review and PDCA processes. The plan can be reviewed and modified quarterly as part of the response to drastic environmental changes or emergencies. SPP is integrated with organizational goals to the workforce through the online Action Plan Management system, with action plan performance posted on the web for transparency. MULTIPLE	y	y	y	y	2.1a (1)	
2	P.1a(4), P.2a(2), P.2b(1)		CCNW demonstrates key strategic objectives with related goals and timetable for achievement.	Figure 2.2-1 - Strategic objectives are aligned with strategic advantages, strategic challenges, and core competencies. Each objective has associated strategic goals, KPIs, and corresponding action plans or strategic initiatives. The action plans incorporate key changes in educational programs and services that may help the applicant succeed in its changing competitive environment. MULTIPLE	y	y	y		2.1b (1)	
3	P.1a(4), P.2b(1)		CCNW systematically stimulates and incorporates innovation in its SPP.	Figure 2.2-1 step 1 (Visioning) and step 5 (Strategy/Process and Innovation). Use Intelligent Risk Analysis to prioritize strategic opportunities. The strategic opportunities for online and competency-based education, transfer articulation, and on-site educational and training among rural communities were results of this process. MULTIPLE	y	y	y	y	2.1a (2)	

Note

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Gaps & OFIs

Item	KF Ref.	++	Gap/OFI	As Evidenced By	A	D	L	I	Item Ref.	~Key Theme
1	P.1b(4), P.2a(2), P.2b(1)		CCNW is lacking a systematic process for balancing the needs of all key stakeholders while addressing the applicants strategic challenges and leveraging its core competencies and strategic advantages.	<p>Strategic objectives do not appear to address the key changes planned for educational programs and competitive changes, or to address strategic challenges such as decreased state funding and differentiation of multiple student segments learning needs.</p> <p>Stakeholders are involved in the SPP retreat, but it is not clear how their needs are balanced and become part of the goals and action plans.</p> <p>Strategic objectives relate to the design and assessment of the curriculum as goals, action plans, and initiatives did not include measurable learning outcomes. There were no financial measures indicated in the objectives (Fig. 2.1-2). It is hard to determine which are ST and which are LT needs unless you assume O-KPIs are for short term.</p> <p>MULTIPLE</p>	y			y	2.1b (2)	
2	P.1a(4)		It is not clear how CCNW determines what core competencies it will need in the future or how it includes the core competencies of suppliers and partners in this determination.	<p>Considering the need for the core competencies of technology partners, the need to understand and meet the needs of rural students, and the changing demographics of students in a more diverse learning environment, a systematic approach in this area may help the applicant sustain its strategic advantage of student success outcomes.</p> <p>MULTIPLE</p>	y			y	2.1a (4)	

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Gaps & OFIs

Item	KF Ref.	++	Gap/OFI	As Evidenced By	A	D	L	I	Item Ref.	~Key Theme
3	P.1a(9)		It is unclear how it engages its technology partners to assess changes and innovations in technology.	CCNW uses the PMS (Figure 4.1-1) to collect and analysis of data, but no evidence of how CCNW engages partners to anticipate and prepare for technological disruptions and in the use of the IRA tool to minimize risk. Given changes such as the increased use of technology in STEM programs and the decrease in state funding, an approach in this area may help the applicant address the risk of not having adequate resources to execute its strategic plan. MULTIPLE	y				2.1a (3)	

Note

Item Evaluation

Scorebook Navigator™
Software/Service

2021 CCNW Case Study_Training
Education 2021-2022
TN-Center for Performance Excellence
Examiner KM

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Feedback-Ready Comments

Item	Type	Comment	Item Ref.	~Key Theme
6	Strength			
6	OFI			

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Item 2.1 Overall & Final Score

Overall Score

Final Score

50-65%

60
