

**2019 and Beyond:
A Clear and Present Future
GCCC Dynamic Strategic Plan**





Founded in 1919, Garden City Community College has served the public longer than any other community college in Kansas. GCCC is the senior leader in community college education for Kansas with a tradition of preparing men and women of all ages from diverse backgrounds for success in their lives and careers. The Aspen Institute College Excellence Program has ranked GCCC among the top 10 percent of American community colleges for two consecutive years. In 2012, CNN-Money Magazine ranked GCCC among the top 24 community colleges in the U.S. for student success.

The mission of this college is to help each student become a positive contributor to society and the economy. GCCC offers opportunities for each individual who steps onto the campus, logs onto our website, calls our phone lines, and entrusts his or her future to the opportunities we provide.

From here, you can go anywhere.

PILLARS OF PROGRESS

The foundation of Garden City Community College's strategic plan are the four Pillars of Progress. These Pillars serve as foundational components for sustainability and longevity of the institution and our mission of producing positive contributors to society. Additionally, they support our shared vision of becoming the premier educational nexus to progress and world-class learning in a dynamic environment.

The four Pillars represent basic requirements for institutional and academic excellence:

Student Success
Institutional Partnerships
Fiscal Solvency
Sustainable Infrastructure

These Pillars of Progress are timeless and function as the guideposts for the institution's goals as we move through 2019 and beyond. This strategic plan is a dynamic living document, revisited annually to monitor progress toward our goals, and comprehensively evaluated every five years to remain relevant and responsive to the dynamic environment in which the institution exists and thrives.



MISSION

Garden City Community College exists to produce positive contributors to the economic and social well-being of society.

VISION

GCCC will be the premier educational nexus to progress, providing world class learning in a dynamic environment. From here, you can go anywhere.

VALUES

Bold innovation

Unwavering Integrity

Service and Collegiality

Trust, Transparency, & Accountability

Empowered Creativity & Academic Freedom

Responsible Leadership

Student-centered focus

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PILLAR 1: STUDENT SUCCESS

GOAL: ATTRACT, ENROLL, RETAIN AND GRADUATE STUDENTS WHILE INCREASING OPPORTUNITIES FOR ENRICHMENT AND ENGAGEMENT

Objective 1.1: Access

- Strategy 1.1.1: Develop a comprehensive enrollment management plan**
- Strategy 1.1.2: Improve practices to assist with proper placement and transition through developmental education**
- Strategy 1.1.3: Increase online offerings to serve a broader community**
- Strategy 1.1.4: Target adult and working student populations**

Objective 1.2: Engagement

- Strategy 1.2.1: Strengthen student advising**
- Strategy 1.2.2: Increase fall to fall retention rates**
- Strategy 1.2.3: Increase developmental student success rate**

Objective 1.3: Completion

- Strategy 1.3.1: Systematically review General Education curriculum and Pathways**
 - Strategy 1.3.2: Increase student access to affordable textbooks and course materials**
 - Strategy 1.3.3: Increase three year graduation rates**
 - Strategy 1.3.4: Increase student involvement in co-curricular activities**
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PILLAR 2: INSTITUTIONAL PARTNERSHIPS

GOAL: STRENGTHEN AND EXPAND EXTERNAL PARTNERSHIPS

Objective 2.1: Awareness

Strategy 2.1.1: Strengthen partnerships with local business for workforce training

Strategy 2.1.2: Strengthen partnerships with local business for continuing education

Strategy 2.1.3: Increase strategic marketing of programs to appropriate audiences to benefit all stakeholders

Strategy 2.1.4: Strengthen university partnerships to increase transfer rate

Objective 2: Involvement

Strategy 2.2.1: Create a seamless process for university transfer through development and monitoring of articulation agreements with 4-year partners

Strategy 2.2.2: Develop continuing education courses for community access and short term skill acquisition

Strategy 2.2.3: Add, modify, and eliminate programs to meet market demands

Strategy 2.2.4: Strengthen outreach to increase dual credit opportunities

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PILLAR 3: FISCAL SOLVENCY

GOAL: DEVELOP AND ELEVATE INSTITUTIONAL EFFECTIVENESS AND ORGANIZATIONAL STRENGTH THROUGH ENHANCING HUMAN, PHYSICAL, AND FINANCIAL RESOURCES

Objective 3.1: Performance

- Strategy 3.1.1: Increase professional development opportunities for faculty, staff, and leadership**
- Strategy 3.1.2: Implement a comprehensive training program for new and existing employees**
- Strategy 3.1.3: Analyze organization structure and realign to maximize institutional efficiency, integration, and effectiveness**

Objective 3.2: Support

- Strategy 3.2.1: Promote, nurture, and reward excellence in teaching and service**
 - Strategy 3.2.2: Establish a succession plan**
 - Strategy 3.2.3: Increase financial contributions from private and public sources to support programs and operations**
 - Strategy 3.2.4: Increase communication and support to adjunct, outreach, and online faculty**
 - Strategy 3.2.5: Improve and increase communication among administration, faculty, and staff**
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PILLAR 4: SUSTAINABLE INFRASTRUCTURE

GOAL: ENHANCE AND IMPROVE EFFECTIVENESS OF INSTITUTIONAL RESOURCES

Objective 4.1: Facilities

Strategy 4.1.1: Develop a facilities master plan for future growth to include improvements and repairs with a focus on accessibility and for deferred maintenance

Strategy 4.1.2: Continue to upgrade technological infrastructure to meet institutional needs

Objective 4.2: Effectiveness of Institutional Resources

Strategy 4.2.1: Increase efforts to ensure campus safety

Strategy 4.2.2: Seek endowed positions for faculty

Strategy 4.2.3: Incorporate an HR plan for identifying instructional areas requiring expansion and hire new faculty

Strategy 4.3.4: Enhance learning processes with technology

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The development of the Garden City Community College 2019 and Beyond Strategic Plan began in the summer of 2017. The existing college goals were incorporated into the plan and surveys were administered in both the summer and fall. From those surveys, goals, and SWOT analysis, the framework of the plan emerged, focusing on four main components, the pillars of success, that serve as the foundation of the long term plan.

The Strategic Planning Committee (SPC) was formed, comprised of broad institutional representation, and began meeting on a regular basis.

Committee members:

Jacquelyn Messinger, Committee Chair

Ryan Ruda

Colin Lamb

Emily Clouse

Phil Terpstra

Nancy Unruh

Sheena Hernandez (Faculty Senate)

Phil Hoke (Faculty Senate)

Rodney Dozier

Tammy Tabor

Andrew Gough

Brandy Unruh

Deborah Nicholson

Derek Ramos

Melinda Harrington

Shelli Lalicker

Chuck Pfeifer

Amanda Harms

Clay Woydziak (Student Government Association)

These meetings focused on creation of the strategies the institution will implement to facilitate support of the mission and vision of the college. The resulting Strategic Plan highlights four timeless pillars as a foundation for progress. The associated goals and strategies represent key issues for the College to focus on over the next several years in order to advance the institution. Moving forward, divisional and departmental strategies will be established to support the plan.

Key Performance Indicators (KPIs) will serve to measure overall success of the strategies. Each strategy is owned by one or more members of the administrative team. Team members will complete, or assign to others, actions or assignments to accomplish the strategies. Each strategy has associated metrics and targets determining success. Resulting data at annual assessment will determine progress on the strategy, with the associated KPI measuring overall progress toward the overarching goals of the associated Pillars. The Strategic Plan is assessed annually and modified or adjusted as necessary

to meet the needs of stakeholders, retire completed strategies, and implement new strategies supporting the college's mission.

The Strategic Plan is assessed annually with updates to progress on strategies, with a full report after the end of the academic year. The annual Strategic Plan Report provides evidence of progress for the various strategies. The report is then aligned with assessment at the program, department, and administrative outcomes level.

