GARDEN CITY
COMMUNITY COLLEGE

2020-2021

ANNUAL

STRATEGIC PLAN REPORT

October 19, 2021

ABOUT THE ANNUAL STRATEGIC PLAN REPORT

The annual report on strategic planning initiatives includes two sections:

1. The first section includes all active initiatives at the institution. Initiatives highlighted in yellow are those which have been completed in the last year.

2. The second section includes a record of initiatives completed in previous years.

Initiatives recorded on the strategic plan represent work at multiple levels of the institution to move us toward our overall goals. Initiatives are guided by the four Pillars of the Strategic Plan:

1. Student Success

2. Institutional Partnerships

3. Human, Physical, and Financial Resources

4. Sustainable Infrastructure

During the 2020-2021 year, the College and Strategic Planning Committee voted to change Pillar 3: Fiscal Solvency to Human, Physical, and Financial Resources. This change is reflected in this report. The committee also voted to eliminate the "Strategy" level of the strategic plan, focusing on simplicity in order to encourage more college-wide involvement in the Strategic Planning. This change will be reflected in the 2021-2022 report presented to the Board of Trustees in October of 2022.

GARDEN CITY COMMUNITY COLLEGE
2019 AND BEYOND
DYNAMIC STRATEGIC PLAN MASTER TIMELINE

PILLAR 1:   STUDENT SUCCESS
OBJECTIVE 1.1:   ACCESS
STRATEGY 1.1.1:   **Develop a comprehensive enrollment management plan**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
1.1.1.2 train students and advisors on the electronic enrollment system for pilot group	**VPI, VPSS,** Tabor, Unruh, Wentzel	Develop processes and training guides for pilot group.	Fall 2020	In Progress
1.1.1.3 Implement a point of service enrollment program plan that will allow advisors to enroll students during advising periods	**VPI, VPSS,** Tabor, Unruh, Wentzel	Roll out Self-Service software for enrollment and advising.	Spring 2021	In Progress
1.1.1.4 Crosstrain advising staff and instructors on critical issues serving developmental and college ready students	**VPI, VPSS,** Tabor, Unruh, Wentzel	Continuous training and updates.	Ongoing	Ongoing
1.1.1.5 Creation of two committees; Recruitment and Enrollment Committee and Retention Committee	**VPI, VPSS** Sassaman, Unruh	The committees will be a cross-section of the College and will study, discuss, and develop a comprehensive Strategic Enrollment Management and Retention Plan Goal will be set for the college to achieve during the upcoming academic year.	Summer 2020	Committees are formed and have set up continuous meeting times.

PILLAR 1:   STUDENT SUCCESS
OBJECTIVE 1.1:   ACCESS
STRATEGY 1.1.2:   **Improve practices to assist with proper placement and transition through Developmental Education**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
1.1.2.1 Assess and calibrate test scores	**Developmental Ed. Committee**	Assess and review multiple measures of proper placement.	Fall 2020	Implemented Fall 2021

PILLAR 1: STUDENT SUCCESS
OBJECTIVE 1.1: ACCESS
STRATEGY 1.1.3: Increase online offerings to serve a broader community

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
1.1.3.2 Develop and implement a woman's intercollegiate golf program.	**Greg McVey**	Add women's golf to the sport offerings of GCCC to meet the needs of potential students that would like to compete in intercollegiate golf while receiving an education. The goal is to attract 6-8 students each year to fill out the roster. This addition will begin the fall 2021 semester as a "club sport" and continue in that classification until the next NJCAA declaration period begins in the fall of 2023. At that time it will be classified as a NJCAA Division 1 sport offering. This addition to the sport offerings will also help close the gap with being in compliance with our gender equity (Title IX) equation.	Fall 2023	Process started Fall 2021

PILLAR 1: STUDENT SUCCESS
OBJECTIVE 1.1: ACCESS
STRATEGY 1.1.4: Target adult and working student populations

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
Develop Industrial Machine Mechanic workforce training program	**VPIS, Chuck Pfeifer**	Implement IMM workforce training program to support re-training of adult and working student populations	Spring 2021	Completed

PILLAR 1: STUDENT SUCCESS
OBJECTIVE 1.2: ENGAGEMENT
STRATEGY 1.2.1: Strengthen student advising

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
1.2.1.2 Monitor the ratio of advisors to advisees and establish a limit	**VPSS,** Wentzel	Maintain a 25:1 ratio for faculty advisors.	On-going	Review each semester

PILLAR 1:   **STUDENT SUCCESS**
OBJECTIVE 1.2:   **ENGAGEMENT**
STRATEGY 1.2.2:   **Increase fall to fall retention rates**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
1.2.2.1 Conduct a college wide self-study to determine major causes of freshman loss	**VPI, VPSS,** Tabor, Unruh, Wentzel	Investigate data and develop procedures for withdrawals. Develop committee to define specific data points.	Summer 2021	

PILLAR 1:   **STUDENT SUCCESS**
OBJECTIVE 1.2:   **ENGAGEMENT**
STRATEGY 1.2.3:   **Increase developmental student success rate**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
1.2.3.3 Develop pilot projects where content courses (literature, history, etc) are offered in tandem with developmental education courses to improve success rate.	**Developmental Education Committee**	Pilot co-requisite history and literature, history and developmental reading course.	Spring 2021	Completed
1.2.3.4 Create a "mobile bulletin board" of all campus events using the GCCC Mobile App	**Cabinet**	Create a list of all campus events on the app, and track student attendance at the events as a measure of student engagement opportunities outside the classroom. First data pulled at the end of the 2021 semester.	Spring 2021	Ongoing

PILLAR 1:   **STUDENT SUCCESS**
OBJECTIVE 1.3:   **COMPLETION**
STRATEGY 1.3.1:   **Systematically review General Education curriculum and Pathways**

Initiative	Owners	Description/	Completion Date for	Status

	Lead in Bold	Measures/Targets	Measure/Target	
Roll out 22-24 catalog project to include full review of all semester plans with special focus on transfer plans	VPIS, Instructional Deans, Sam Sanger	Roll out 22-24 catalog project to include full review of all semester plans with special focus on transfer plans	February 2022	Ongoing

PILLAR 1:   **STUDENT SUCCESS**
OBJECTIVE 1.3:   **COMPLETION**
STRATEGY 1.3.2:   **Increase student access to affordable textbooks and course materials**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
1.3.2.2 Investigate alternate sources for course materials	**VPI, Terpstra**	Identify course materials that can be adopted by faculty for use in their classes; All divisions will contact resources to expand course material availability. Incorporate course materials into coursework. Involvement of Instructional Design with KBOR's Open Educational Resources Initiative	Ongoing	Ongoing

PILLAR 1:   **STUDENT SUCCESS**
OBJECTIVE 1.3:   **COMPLETION**
STRATEGY 1.3.3:   **Increase three-year graduation rates (150% of time)**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
1.3.3.3 Increase participation in reverse transfer with Universities	**VPI, VPSS,** Tabor, Unruh, Wentzel	Ongoing communication about transfer updates at advising trainings.		Ongoing
1.3.3.4 Increase number of reverse transfer students.	VPSS, Wenzel	Contact students who transfer without a degree who may be eligible for reverse transfer.	Spring 2022	Ongoing

PILLAR 1:   **STUDENT SUCCESS**
OBJECTIVE 1.3:   **COMPLETION**
STRATEGY 1.3.4:   **Increase student involvement in co-curricular activities**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
1.3.4.1 Enhance scholarship opportunities for co-curricular activities	**VPI, VPSS, Terpstra**	Investigate methods for increasing scholarship amounts and potentially propose budget requests Spring 2020. Increased numbers for Quiz Bowl from 7 to 14. Increased awards to student activity groups; writing lab two and tutoring increase to two.	Spring 2021	Tutoring increased $4000 Writing Center increased $4000 State Champs
1.3.4.2 Increase discipline specific travel opportunities for co-curricular groups	**VPI, VPSS, Terpstra**	Identify current co-curricular groups and their past travel plans. Investigate avenues for increasing funding amounts and potentially propose budget requests Spring 2020. Increase student travel opportunities.	Spring 2020	
1.3.4.3 Seek discipline specific internship opportunities for sophomore students	**VPI, VPSS, Terpstra**	Create program for GCCC students to work in the local community or on campus; develop job descriptions; identify areas of need; allocate institutional funds for FY 21;	Plan – Spring 2020; Student enrollment – Fall 2020; Internships initiated – Fall 2021	Initiate planning – October 2019.

PILLAR 2:　　　　　　　**INSTITUTIONAL PARTNERSHIPS**
OBJECTIVE 2.1:　　　　**AWARENESS**
STRATEGY 2.1.1:　　　**Strengthen partnerships with local business for workforce training**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
2.1.1.3 Investigate the possibility of job shadowing at local businesses	VPI, Deans	Accelecare Apprenticeship		Complete

PILLAR 2:　　　　　　　**INSTITUTIONAL PARTNERSHIPS**
OBJECTIVE 2.1:　　　　**AWARENESS**
STRATEGY 2.1.2:　　　**Strengthen partnerships with local business for continuing education (KPI 1,2,3,6,7,8,9,10,11)**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
2.1.2.2 Identify current faculty and staff qualified to teach CE and provide incentives for recruiting them	**VPI, Deans**	Develop survey for community needs in CE. Develop a survey for faculty to indicate interest in teaching specific continuing education subjects. Offer CE courses.	Spring 2020 Spring 2020 Spring 2022	Ongoing

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
2.1.2.4 Develop an annual calendar of course offerings.	**VPI, Deans**	Develop a Spring 2020 calendar of offerings to market to the community.	Fall 2022	Ongoing
2.1.2.5 Move the Fort Hays State University Transfer Center on campus	**President, Cabinet**	Renovate a space it the Saffel Library to house the FHSU Transfer Center	Summer 2021	Completed

PILLAR 2:   **INSTITUTIONAL PARTNERSHIPS**
OBJECTIVE 2.1:   **AWARENESS**
STRATEGY 2.1.3:   **Increase strategic marketing of programs to appropriate audiences to benefit all stakeholders**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
2.1.3.1 Increase participation and marketing of Exploration Day	Brooks Faculty, Sassaman	Utilize a drone, social media, and scheduled Live Feed for increased publicity during the event.		Ongoing
2.1.3.4 Increase advertising—partner with advertising agency and increase use of analytics	**Ruda,** Brooks	Contract with TV stations for a monthly schedule for increased digital advertising and increased television advertising with the new commercials in school year.		Ongoing
2.1.3.5 Market benefits of dual credit classes	Brooks,Tucker, Sassaman	Update dual credit web page.	August 2019	In Progress
2.1.3.6 Market benefits of the Promise Act	Brooks, Sassaman, Kilgore	Increase marketing and use of the Promise Act scholarship within eligible GCCC Programs		Ongoing
2.1.3.7 Digital assets in marketing efforts	Brooks	Increase use of video advertising—get more video and photo footage for the archives	Spring 2022	Ongoing

PILLAR 2:   **INSTITUTIONAL PARTNERSHIPS**
OBJECTIVE 2.1:   **AWARENESS**
STRATEGY 2.1.4:   **Strengthen university partnerships to increase transfer rate**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status

2.1.4.2 Create a visiting lectures program to bring scholars from universities to campus.	**Ruda, VPI**	Work with Dwayne Dunn to bring K-State lecture opportunities to campus-develop at least one opportunity for Spring 2020	Fall 2019	**Ongoing**
2.1.4.3 Investigate scholarship bridges between GCCC and transfer programs	**VPI, Deans**	Contact four-year institutions with which current articulations exist to explore possible scholarship opportunities; compile list of scholarship bridges.	Fall 2020	In Progress
2.1.4.4 On campus degree completion.		Explore Bachelor and Master degree completion on GCCC campus. Add one Bachelor degree program.	Spring 2020	BSW and MSW Fort Hays State University complete. Exploring possibilities in the Education pipeline. Conversations exploring opportunities Ongoing.

PILLAR 2:   **INSTITUTIONAL PARTNERSHIPS**
OBJECTIVE 2.2:   **INVOLVEMENT**
STRATEGY 2.2.1:   **Create a seamless process for university transfer**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
Four-year completion opportunities in Education with FHSU. Opportunities for a high school and paraprofessional pathway.	**VPI, Terpstra, Education Faculty**	Four-year completion opportunities in Education with FHSU. Opportunities for a high school and paraprofessional pathway.	Initiated Fall 2021	Ongoing

PILLAR 2:   **INSTITUTIONAL PARTNERSHIPS**
OBJECTIVE 2.2:   **INVOLVEMENT**
STRATEGY 2.2.2:   **Develop continuing education courses for community access and short-term skill acquisition, and personal enrichment.**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
2.2.2.1 Develop Industry Training courses in Industrial Machine Mechanic with Tyson	VPI, Pfeifer, French	Weekly industry training courses offered on-campus for Tyson employees.	Spring 2021	Complete

PILLAR 2:   **INSTITUTIONAL PARTNERSHIPS**
OBJECTIVE 2.2:   **INVOLVEMENT**
STRATEGY 2.2.3:   **Add, modify, and eliminate programs to meet market demands**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
2.2.3.2 Implement a yearly survey to all advisory committee members re work performance of college completers.	**VPI, Deans**	Develop an annual survey to advisory committee members to re work preparedness of college students. This survey will generate data that helps populate the BOT ENDS report on Work Preparedness, submitted annually in September.	Develop survey by Spring 2020. Administer survey Summer 2020.	On hold

PILLAR 2:   **INSTITUTIONAL PARTNERSHIPS**
OBJECTIVE 2.2:   **INVOLVEMENT**
STRATEGY 2.2.4:   **Strengthen outreach to increase dual credit opportunities**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
2.2.4.6. Encourage dual credit with skills-based classes that meet community needs	**VPI, Terpstra,** Tucker, Pfeifer	Develop two new tech classes to be offered dual credit.	Courses initiated in Fall 2020;	Complete Welding expanded; nail tech offered on campus to high school students; carpentry classes offered on campus to high school students.

PILLAR 3:   **HUMAN, PHYSICAL, AND FINANCIAL RESOURCES**

OBJECTIVE 3.1: PERFORMANCE
STRATEGY 3.1.1: Increase professional development opportunities for faculty, staff, and leadership

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
3.1.1.1 Develop in-service planning committee and include faculty representation	**Ruda, VPAS, HR**	Establish committee. Full day for faculty, ½ day for staff to ensure service to students.	Spring 2022	Ongoing

PILLAR 3: HUMAN, PHYSICAL, AND FINANCIAL RESOURCES
OBJECTIVE 3.1: PERFORMANCE
STRATEGY 3.1.2: Implement a comprehensive training program for new and existing employees

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
3.1.2.1 Increase Faculty Senate input into decision process for training	**Ruda, VPI, VPAS, HR**	Monthly meetings with faculty senate and President	Continuous	Completed
3.1.2.2 Implement liability/modality training for new faculty	**Ruda, VPI, VPAS, HR**	Fall 2019 Human Resources worked to assist in creating an onboarding training schedule. Human Resources will collaborate with the Director of Instructional Design to assist in developing a curriculum for new faculty which will include the online training platform.	Fall 2020	In Progress
3.1.2.2 Implement mandatory and regular trainings for college employees	**VPAS, HR**	Use SafeColleges to push out regular and mandatory trainings—Looking for a 90% completion rate	Fall 2021	Completed

PILLAR 3: HUMAN, PHYSICAL, AND FINANCIAL RESOURCES
OBJECTIVE 3.1: PERFORMANCE
STRATEGY 3.1.3: Analyze organization structure and realign to maximize institutional efficiency, integration, and effectiveness

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
3.1.3.1 Provide clarification of job descriptions	**VPAS, HR**	Job descriptions reviewed annually. Human Resources is currently working with all departments to review current job descriptions with all employees and make appropriate corrections if needed.	Spring 2022	In Progress

PILLAR 3: HUMAN, PHYSICAL, AND FINANCIAL RESOURCES
OBJECTIVE 3.2: SUPPORT
STRATEGY 3.2.1: Promote, nurture, and reward excellence in teaching and service

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
3.2.1.1 Increase employee recognition through annual awards	**Ruda, Cabinet**	Use NISOD and League for Innovation Awards to recognize exemplary faculty and staff achievement		Ongoing

PILLAR 3: HUMAN, PHYSICAL, AND FINANCIAL RESOURCES
OBJECTIVE 3.2: SUPPORT
STRATEGY 3.2.2: Establish a succession plan

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
3.2.2.1 Increase internal cross training	**VPAS, HR**	Human Resources will be working on accessing the training needs within each department and to work with each Division to develop an appropriate training plan for all new and current employees. Fall 2019 Safe Colleges, an online training platform, was implemented. Human Resources will continue to work with all departments on crating training plans.		Ongoing
3.2.2.2 Create Standard Operating Procedure manuals for all areas/positions	**VPAS, HR**	Human Resources is currently working on an Employee Handbook as well as a Human Resources Operations Manual.	Fall 2021	Ongoing
3.2.2.3 Create a central repository for all Standard Operating Procedure manuals	**VPAS, HR**	Human Resources will work with IT on finalizing the Human Resources web page to house Employee Handbook, new employee training documents, etc.	Fall 2022	Ongoing
3.2.2.4 Implement training for division leaders	**VPI, HR**	Human Resources is currently working on training options and curriculum objectives to develop a training plan for Division Leaders	Fall 2022	In Progress

PILLAR 3: HUMAN, PHYSICAL, AND FINANCIAL RESOURCES
OBJECTIVE 3.2: SUPPORT
STRATEGY 3.2.3: Increase financial contributions from private and public sources to support programs and operations

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
3.2.3.1 Investigate ways to increase Mary Jo William's, bridges, and LSAMP grants	**Ruda,** Endowment			
3.2.3.3 Apply for TITLE V HSI STEM grant.	**Cabinet, Pfeifer**	Title V HSI STEM grant secured Fall 2021.	Fall 2026	Ongoing

PILLAR 3:   **HUMAN, PHYSICAL, AND FINANCIAL RESOURCES**
OBJECTIVE 3.2:   **SUPPORT**
STRATEGY 3.2.4:   **Increase communication and support to adjunct, outreach, and online faculty**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
3.2.4.1 Promote unity and interconnectivity among all academic departments	**VPI, Terpstra**	Develop communication plans between full-time and adjunct faculty; Include adjunct faculty as part of on-campus meetings and activities;	Spring 2019 completion; Fall 2019 implementation	Initiated Oct 2018; Ongoing.
3.2.4.2 Implement a feedback program for outreach (GoogleDocs)	**VPI, Terpstra,** Haar	Create feedback mechanism	August 2020	Initiate Fall 2019

PILLAR 3:   **HUMAN, PHYSICAL, AND FINANCIAL RESOURCES**
OBJECTIVE 3.2:   **SUPPORT**
STRATEGY 3.2.5:   **Improve and increase communication among administration, faculty, and staff**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
3.2.5.1	**Ruda, College Council**	Develop a Governance manual that contains clear communication regarding purpose and mission of college committees. Process will also help streamline college committees. Document will serve as a training guide for current and future employees for how decision-making occurs at the college.	**Spring 2022**	**Ongoing**

PILLAR 4:   **SUSTAINABLE INFRASTRUCTURE**
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 deferred maintenance**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
4.1.2.1 Facilitate creation of a strategic Master Facilities Plan	**Ramos, VPAS**			

PILLAR 4:   **SUSTAINABLE INFRASTRUCTURE**
OBJECTIVE 4.1:   **FACILITIES**
STRATEGY 4.1.2:   **Continue to upgrade technological infrastructure to meet institutional needs**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
4.1.2.1 Increase the number of security cameras in and on buildings	**Ramos, Dozier**	Add additional cameras in key areas	As Needed	Ongoing
4.1.2.1 4.1.2.1 Implement an after hours computer lab for students	**VPAS, Ramos**	Add after hours computer lab for students in the ACAD classroom	Fall 2021	Complete
4.1.2.2 Implement access controls on campus doors to enhance safety and security of campus	**VPAS, Ramos**	Implement access controls on campus doors to enhance safety and security of campus, Phase 1 and Phase 2	Fall 2021	Complete
4.1.2.3 Laptop initiative	**VPAS, Ramos, IT**	Move more employees to laptop access to ensure institutional operations during periods of remote work.	Spring 2022	Ongoing
4.1.24 Electronic Distribution of Credit Balance Funds for Students	**VPAS, Business Office**	Implement electronic distribution of student refunds	Spring 2022	Ongoing
4.1.2.5 Self-Service Implementation for student financial aid and business office	**VPAS, Financial Aid, Business Office**	Roll out Self-Service modules for student financial aid and business office—online student access to all financial matters at the institution	Spring 2022	Ongoing

PILLAR 4:   **SUSTAINABLE INFRASTRUCTURE**
OBJECTIVE 4.2:   **EFFECTIVENESS OF INSTITUTIONAL RESOURCES**

STRATEGY 4.2.1:   Increase efforts to ensure campus safety

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
4.2.1.2 Market availability of nighttime police escorts—24 hour coverage	**Dozier**	New Student Orientation, new employee orientation & social media	Spring 2022	Ongoing
4.2.1.4 Enhance locking mechanisms on all classroom doors for lockdown procedures including access controls to exterior doors.	**Ramos, Dozier**	Classroom doors have quick-lock magnets in place allowing faculty to quickly lock doors manually in the event of an emergency. Exterior doors have access controls to ensure ability to lock down campus quickly.	Fall 2020	Phase 1 and 2 Complete
4.2.1.6 Enhance student orientation to include a segment focused on prevention of sexual assaults on campus	**Dozier, VPSS, HR, Tabor**	Discussions have been initiated w/on-campus Family Crisis representative and coordinator of orientation.	August 2019	Complete
4.2.1.7 Implement single sign-on product	**VPAS, Ramos, IT**	Implement OneLogin to Implement OneLogin to streamline employee and student access to campus systems	Spring 2022	Ongoing

PILLAR 4:   SUSTAINABLE INFRASTRUCTURE
OBJECTIVE 4.2:   EFFECTIVENESS OF INSTITUTIONAL RESOURCES
STRATEGY 4.2.2:   Seek endowed positions for faculty

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
4.2.2.1 Investigate resources for endowed position	**Ruda, Gigot**	Investigating a capital campaign for expanded facilities and resources, including an endowed position.		Ongoing

PILLAR 4:   SUSTAINABLE INFRASTRUCTURE
OBJECTIVE 4.2:   EFFECTIVENESS OF INSTITUTIONAL RESOURCES
STRATEGY 4.2.3:   Incorporate an HR plan for identifying instructional areas requiring expansion and hire new faculty

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status

PILLAR 4:   **SUSTAINABLE INFRASTRUCTURE**
OBJECTIVE 4.2:   **EFFECTIVENESS OF INSTITUTIONAL RESOURCES**
STRATEGY 4.2.4:   **Enhance learning processes with technology**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
4.2.4.1 Implement a maintenance and improvement plan for the college network	**Ramos,** IT			Ongoing
4.2.4.2 Network switch and firewall upgrade	**Ramos, IT**		**Spring 2022**	Ongoing

STRATEGIC PLAN REPORT
Completed Initiatives

PILLAR 1: STUDENT SUCCESS
OBJECTIVE 1.1: ACCESS
STRATEGY 1.1.1: Develop a comprehensive enrollment management plan

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
1.1.1.1 investigate using electronic enrollment to streamline the process	**VPI, VPSS,** Tabor, Unruh	Communication between internal IT staff and Ellucian. Ongoing communication and collaboration.	Summer 2020	Complete Spring 2020

PILLAR 1: STUDENT SUCCESS
OBJECTIVE 1.1: ACCESS
STRATEGY 1.1.2: Improve practices to assist with proper placement and transition through Developmental Education

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
1.1.2.2 Investigate various modalities for developmental classes	**Developmental Ed. Committee**	Create dev ed committee with a mission and goals, research best practices for modalities of developmental classes	Committee- January 2019 Research – May 2019	Complete 2018-2019
1.1.2.3 Investigate placement HS GPA, ACT Scores, ad SAT Scores, MM	**VPI, Dev Ed Advising**	Multiple Measures	Spring 2020	Complete

PILLAR 1: STUDENT SUCCESS
OBJECTIVE 1.1: ACCESS
STRATEGY 1.1.3: Increase online offerings to serve a broader community

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
1.1.3.1 Create linkages to improve advising for outreach and online constituencies	**VPI, Terpstra,** Jamie Durler, Vicky Reyes	Online services are now integrated into larger admissions discussions on recruiting, application process.		Complete

PILLAR 1: STUDENT SUCCESS

OBJECTIVE 1.1:   **ACCESS**
STRATEGY 1.1.4:   **Target adult and working student populations**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
1.1.4.2 Implement Teacher Apprentice Program (TAP) for paraprofessionals partnering with USD 457 and WSU.	**VPI, Terpstra**	Complete 2 + 2 articulation agreement with WSU. Enroll a minimum of 6 students in TAP for summer 2019 start.		Complete 2018-2019
1.1.4.3 Expand TAP Program to Holcomb.		Enroll six students at Holcomb.	Spring 2019	Complete Spring 2019

PILLAR 1:   **STUDENT SUCCESS**
OBJECTIVE 1.2:   **ENGAGEMENT**
STRATEGY 1.2.1:   **Strengthen student advising**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
1.2.1.1 Increase advisor training/professional development opportunities	**VPI, VPSS,** Tabor, Wenzel	Advisor Module in Canvas	Summer 2020	Complete Summer 2020
1.2.1.3 Recruit advisors to teach career success courses in their area	**VPI, Pfeiffer Terpstra**	Bring You're a Game Training on campus.	November 2019	Complete Fall 2019
1.2.1.4 Create an advising handbook to assist with faculty advising	**VPSS,** Tabor, Wentzel	Departmental handouts have been developed. Conduct training for advisors.	Spring 2019 Fall 2019	Complete Summer 2020
1.2.1.5 Develop online training module for advisors	**VPSS,** Tabor, Unruh, Wenzel		Summer 2021	Complete Summer 2020

PILLAR 1:   **STUDENT SUCCESS**
OBJECTIVE 1.2:   **ENGAGEMENT**

STRATEGY 1.2.2:   Increase fall to fall retention rates (KPI 1,2,6,7,8,9,10,11)

1.2.2.3 Evaluate course offerings to ensure adequate number of courses being offered	**VPI, Deans**	Evaluate and review the schedule build process including conversations with division leaders, deans, and online and dual-credit coordinators.	Spring 2020—Pilot a new process	Complete Spring 2020

PILLAR 1:   STUDENT SUCCESS
OBJECTIVE 1.3:   COMPLETION
STRATEGY 1.3.1:   Systematically review General Education curriculum and Pathways

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
1.3.1.2 Investigate the potential of or alternatives for a curriculum coordinator	**VPI, VPIEA**	KBOR Inventory assigned to IE/IR	June 30, 2019	Complete 2018-2019
1.3.1.1 Establish a General Education Committee	**VPI/Faculty**	Identify needed academic committees including their representation, input and outputs, and reporting structure. Clarify reporting structure to all faculty and the college community.	Fall 2019	Complete

PILLAR 1:   STUDENT SUCCESS
OBJECTIVE 1.3:   COMPLETION
STRATEGY 1.3.2:   Increase student access to affordable textbooks and course materials

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
1.3.2.1 Investigate alternate sources for textbooks	**VPI, Terpstra**	Cengage Unlimited implemented.	June 30, 2019	Complete 2018-2019

PILLAR 2:   INSTITUTIONAL PARTNERSHIPS
OBJECTIVE 2.1:   AWARENESS
STRATEGY 2.1.1:   Strengthen partnerships with local business for workforce training

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
2.1.1.1 Develop partial pay internships with local businesses	**VPI, Deans**	Develop at least one paid internship with local industry partners.	July 2019	Complete 2018-2019 Burtis Motors

PILLAR 2:   **INSTITUTIONAL PARTNERSHIPS**
OBJECTIVE 2.1:   **AWARENESS**
STRATEGY 2.1.2:   **Strengthen partnerships with local business for continuing education**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
2.1.2.1 Investigate service needs through the Chamber of Commerce and Finney County Development Board	**VPI, Deans**	Partner with Nicole Hahn from Finney County Economic Development Corporation to enhance service area needs assessment. Assessment of needs ongoing.	Summer 2019	Complete 2018-2019
2.1.2.3 Investigate possible contract programs for local business (quality management, customer service, conflict resolution, etc.)	**VPI, Deans**	Forklift for area industry. Implement Tyson training for GED/ESL. Train 100 employees in GED/ESL.	Spring 2019 Fall 2019	Complete 2018-2019 Complete 2018-2019

PILLAR 2:   **INSTITUTIONAL PARTNERSHIPS**
OBJECTIVE 2.1:   **AWARENESS**
STRATEGY 2.1.3:   **Increase strategic marketing of programs to appropriate audiences to benefit all stakeholders**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
2.1.3.1 Increase participation and marketing of Exploration Day	Salazar, Faculty, Miller	Increase marketing in Exploration day by starting a new annual practice of sending "Save the date" cards for early notification about the event.	May 2019	Complete 2018-2019
2.1.3.2 Increase recruiting at area high schools	Tabor, Haar, Miller	Visit service area high schools at least twice a semester to visit with staff about concurrent options.	May 2019	Complete 20108-2019

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
2.1.3.3 Increase participation and marketing of enrollment day	Salazar, Faculty	Plan, design, and distribute audience targeted social media and print advertisements for enrollment days.	May through June 2019	Complete 2018-2019
2.1.3.4 Increase advertising	**Ruda,** Salazar	Arrange for online, fire science, and cosmetology commercial shoots for advertising.	June 2019	Complete 2018-2019
2.1.3.5 Market benefits of dual credit classes	**Salazar, Haar, Miller**	Create and distribute marketing flyers for service area schools and non-service area schools. Rebrand dual credit.	December 2018 December 2018	Complete 2018-2019 Complete 2018-2019

PILLAR 2:   **INSTITUTIONAL PARTNERSHIPS**
OBJECTIVE 2.1:   **AWARENESS**
STRATEGY 2.1.4:   **Strengthen university partnerships to increase transfer rate**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
2.1.4.1 Actively submit more courses for transfer consideration	**VPI, Deans**	Add three new courses to system wide transfer list.	Spring 2019	Complete 2018-2019

PILLAR 2:   **INSTITUTIONAL PARTNERSHIPS**
OBJECTIVE 2.2:   **INVOLVEMENT**
STRATEGY 2.2.1:   **Create a seamless process for university transfer**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
2.2.1.1 Investigate offering more KBOR seamless transfer classes	**VPI, Deans**	Added four new classes which were approved by KBOR for systemwide transfer.	Spring 2019	Complete 2018-2019

PILLAR 2:   **INSTITUTIONAL PARTNERSHIPS**
OBJECTIVE 2.2:   **INVOLVEMENT**

STRATEGY 2.2.4: **Strengthen outreach to increase dual credit opportunities**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
2.2.4.1 Identify teachers in local ISDs qualified for teaching dual credit	**VPI, Terpstra**, Haar	Semi-annually visit with service area high school administration to identify qualified teachers	May 2019	Complete 2018-2019 Implemented as a process
2.2.4.2 Create training programs that ensure rigor	**VPI, Terpstra**, Haar	Create training for Fall 2019 adjunct in-service	July 2019	Complete 2018-2019
2.2.4.3 Implement systematic training for rigor and consistency	**VPI, Terpstra**, Haar	Implement training at Fall 2019 adjunct in-service	Aug 2019	Completed 2018-2019
2.2.4.4 Implement site visits, mentoring and a liaison	**VPI, Terpstra**, Haar	Visit service area sites monthly Assign mentor and liaisons to all dual-credit faculty	Site visits-Sept 2018 Mentors and liaisons-Aug 2018	Complete 2018-2019 Implemented as a process
2.2.4.5 Implement common textbooks, finals, syllabi, and SLOs	**VPI, Terpstra**, Haar	Common textbooks with dual credit classes Common Syllabi & SLO's with dual credit classes Initiate department discussions about common finals	Aug 2019 May 2019	Complete 2018-2019 Complete 2018-2019

PILLAR 3: **HUMAN, PHYSICAL, AND FINANCIAL RESOURCES**
OBJECTIVE 3.1: **PERFORMANCE**
STRATEGY 3.1.1: **Increase professional development opportunities for faculty, staff, and leadership**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
3.1.1.1 Increase funding to Faculty Senate for professional development	**Ruda, VPI**	Increased by $4,000.00 in 2018-19	FY 2019	Complete 2018-2019 Allocated additional 25% funding
3.1.1.2 Increase on-campus trainings for faculty	**Ruda, VPI, HR**	NISOD, at least one per year for all Faculty.	Spring 2019 Fall 2019	Complete 2018-2019 Completed 2018-2019

PILLAR 3: HUMAN, PHYSICAL, AND FINANCIAL RESOURCES
OBJECTIVE 3.1: PERFORMANCE
STRATEGY 3.1.2: Implement a comprehensive training program for new and existing employees

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
3.1.2.3 Implement mentoring to facilitate onboarding process for new faculty	**Ruda, VPI, VPAS, HR**	New mentoring implemented.	Fall 2018	Complete 2018-2019

PILLAR 3: HUMAN, PHYSICAL, AND FINANCIAL RESOURCES
OBJECTIVE 3.1: PERFORMANCE
STRATEGY 3.1.3: Analyze organization structure and realign to maximize institutional efficiency, integration, and effectiveness

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
3.1.3.2 Make job descriptions available internally	**VPAS, HR**	As a part of the review process, HR is working with all Directors/supervisors to have access to position job descriptions within their departments. Job descriptions are maintained through an electronic platform, Compease. Human Resources will work with IT to place all updated job descriptions on the Human Resources Portal.	Spring 2019 Fall 2019	Complete Complete

PILLAR 3: HUMAN, PHYSICAL, AND FINANCIAL RESOURCES
OBJECTIVE 3.2: SUPPORT
STRATEGY 3.2.1: Promote, nurture, and reward excellence in teaching and service

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
3.2.1.2 Establish criteria and process for NISOD Excellence Awards	**Cabinet**	Develop criteria for use in the 19-20 academic year.	Fall 2019	Complete

PILLAR 3: HUMAN, PHYSICAL, AND FINANCIAL RESOURCES
OBJECTIVE 3.2: SUPPORT

STRATEGY 3.2.4:   Increase communication and support to adjunct, outreach, and online faculty

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
3.2.4.3 Increase and maintain a strong onsite presence at high school campuses	**VPI, Terpstra,** Haar	Outreach Coordinator will visit each high school monthly.	Spring 2019	Complete 2018-2019 Process implemented

PILLAR 4:   SUSTAINABLE INFRASTRUCTURE
OBJECTIVE 4.1:   FACILITIES
STRATEGY 4.1.2:   Continue to upgrade technological infrastructure to meet institutional needs

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
4.1.2.2 Increase the number of lights in the quad	**Ramos, Dozier**	Add lighting in the quad area	Fall 2019	Complete

PILLAR 4:   SUSTAINABLE INFRASTRUCTURE
OBJECTIVE 4.2:   EFFECTIVENESS OF INSTITUTIONAL RESOURCES
STRATEGY 4.2.1:   Increase efforts to ensure campus safety

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
4.2.1.1 Replace all existing internal cameras with wireless AP cameras and replace all external cameras on campus	**Ramos, Knoll, Dozier**	Internal Cameras replaced.	Spring 2019	Complete 2018-2019
4.2.1.3 Increase police patrols in buildings	**Dozier**	This initiative is now part of the annual performance evaluation process with police employees, also directed patrols have been given by chief of police	Spring 2019	Complete 2018-2019
4.2.1.5 Evaluate ALICE compatibility of interior classrooms	**Ramos, Dozier**		Spring 2020	Complete

PILLAR 4:   SUSTAINABLE INFRASTRUCTURE
OBJECTIVE 4.2:   EFFECTIVENESS OF INSTITUTIONAL RESOURCES
STRATEGY 4.2.4:   Enhance learning processes with technology

4.2.4.2 Investigate implementation of a help desk	**Ramos,** IT			**Complete**