GARDEN CITY COMMUNITY COLLEGE

2021-2022

ANNUAL

STRATEGIC PLAN REPORT

October 18, 2022

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.

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

PILLAR 1:   **STUDENT SUCCESS**
OBJECTIVE 1.1:   **ACCESS**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
Train students and advisors on the electronic enrollment system for pilot group	**VPI, VPSS,** Tabor, Unruh, Admissions	Develop processes and training guides for pilot group.	Fall 2020	Completed
Implement a point of service enrollment program plan that will allow advisors to enroll students during advising periods	**VPI, VPSS,** Tabor, Unruh, Admissions	Roll out Self-Service software for enrollment and advising.	Spring 2021	Completed
Crosstrain advising staff and instructors on critical issues serving developmental and college ready students	**VPI, VPSS,** Tabor, Unruh, Sassaman	Continuous training and updates.	Ongoing	Ongoing
Establishing Online Programs	**Online Services, Jamie Durler**	1. Finalize the documentation for offering online programs/certificates. 2) Revise website and marketing materials to identify online programs/certificates. 3) Manage schedule so that degrees and certificates can be completed within a 2 year or shorter time frame.	Time Targets: Marketing Updates Completed and More than 50% of Courses for Listed Programs Offered by 8/1/22; 100% of Courses for Listed Programs Offered by 8/1/23.	Marketing updates have been completed and a list of Fully Online Programs are available from the College Website: https://www.gcccks.edu/academics/divisions-folder/online_campus/fully_online_programs.aspx. Will update again after Fall with % of

				<mark>program classes that have been offered.</mark>
<mark>Develop and implement a woman's intercollegiate golf program.</mark>	**<mark>Mike Pilosof</mark>**	<mark>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.</mark>	<mark>Fall 2023</mark>	<mark>Completed</mark>
Open Educational Resources Working Group	**Veronica Goosey and the Office of Online Learning and Instructional Design**	1) Institute an OER working group reporting to the Office of Online Learning and Instructional Design. 2) Plan institutional OER initiatives in compliance with the GCCC strategic plan. 3) Increase faculty and instructional employees' knowledge of and interest in OER through professional development and training in the use of open licensing. 4) Increase instructional use of OER textbooks and learning materials through early-adopters, promotional events, and training. 5) Encourage faculty adaptation of OER through access to OER repositories and training. 6) Encourage faculty creation of OER through access to OER platforms, grants, and training. Institute the working group and hold regular meetings throughout the FA 22 term. Implement at least one professional development or training opportunity for instructional employees during the FA22 term.	Dec 15, 2022	In Progress

Diversity, Equity & Inclusion Education & Awareness	**DE&I Co-Chairs**	4 Goals
		DE&I Education and Awareness Activities
		    Monthly Educational and Awareness Activities
		DE&I Resources
		    Resources List for Students, Employees, and Community to better navigate GCCC
		DE&I HS -> GCCC Transfer
		    Easier transfer from high school to GCCC
		DE&I GCCCA -> GCCC.
		    Easier transfer from GCCCA to GCCC
			May 15, 2022	Committee Established Spring 2022 and Continuing Into Future

Implement a virtual orientation for all students.	**Director of Instructional Design/Canvas Admin. / Admissions / Advising / Linda Hill**	Launch virtual orientation product for all students by Fall 2022.	August 15, 2022	Complete
Expand access to STEM programming on campus. Pursue Title III grant to provide support for adding Robotics, Cybersecurity, Crop Production	**President's Cabinet**	The college was notified September 2021 that we have received the approximately 5 million dollar grant. This is an ongoing project.	Fall 2021	Ongoing
To increase retention of students and to increase student success	**Sassaman, VPSS, Dean**	Train Faculty and Staff on new EAB software. Decrease retakes of remedial courses, decrease F's, W's, Complete withdraws, Academic Probations, Academic Dismissals, Financial Aid appeals, Navigate will be closely aligned with our strategic plan Pillar 2 Engagement and Pillar 3 Completion	Spring 2023	In Progress

To connect and engage prospective students to campus	**Garcia, VPSS, Dean, Marketing**	Expand eRecruit technology to include mail trail	Fall 2023	In Progress

PILLAR 1: STUDENT SUCCESS
OBJECTIVE 1.2: ENGAGEMENT

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
Monitor the ratio of advisors to advisees and establish a limit	**VPSS,** Advising	Maintain a 25:1 ratio for faculty advisors.	Review each semester	Ongoing
Develop Foreign Languages	**Sheena Hernandez**	Reinstate foreign language offerings on campus (Spanish) and introduce ASL as a language class on campus. Hire 2 language instructors by FA22; add foreign language courses to catalog	Aug 01, 2023	Ongoing
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
Develop Project 1919—a literary magazine on campus designed to provide an outlet for students to publish creative works.	**Seth Kristalyn**	Plan, layout, and publish the first edition of Project 1919 including art, fiction, poetry, and essays from both students and faculty. Work with print shop to determine best method for physical publication. Updated Description for May 2023: Solicit submissions and publish the first edition of Project 1919 including art, fiction, poetry, and essays from both students and faculty. Work with print shop to set up book binding machine. Acquire materials required to publish.	May 2022	Incomplete as of May 2023 (Magazine has been planned and laid out. A book binding machine has been purchased through the Mary Jo Williams grant to aid in future publication.) New Timeline May 2023

PILLAR 1:   **STUDENT SUCCESS**
OBJECTIVE 1.3:   **COMPLETION**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
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	Completed
Fully-integrate Statewide General Education Transfer	Core Curriculum Group	Core Curriculum group sends recommendations to C&I by May 2022. Faculty work on integrating recommendations during Fall 2023 and Spring 2024.	Fall 2024	In Progress.
Technical education study hall and tutoring sessions.	**Technical education - Dean Team; Cindy Venjohn;**	Establish days, times, and locations for study hall sessions; identify faculty involvement; develop communication plan. At least 75% of students who participate in the study hall or tutoring sessions will express satisfaction.	May 15, 2022	In Progress

PILLAR 1:   **STUDENT SUCCESS**
OBJECTIVE 1.3:   **COMPLETION**

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

Initiative	Owners Lead in Bold	Description/Measures/Targets	Completion Date for Measure/Target	Status
	Student Records			
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	On going

PILLAR 2:   **INSTITUTIONAL PARTNERSHIPS**
OBJECTIVE 2.1:   **AWARENESS**

Initiative	Owners Lead in Bold	Description/Measures/Targets	Completion Date for Measure/Target	Status
Add 1-2 personal enrichment initiatives for Fall 2022; another 1-2 personal enrichment initiatives Spring 2023	**VPIS, Deans, Christ Turpin**	Leverage faculty administrative assignment to provide additional personal enrichment ENDS opportunities.	Fall 2022, Spring 2022	
Develop an annual calendar of course offerings.	**VPI, Deans**	Develop a Spring 2020 calendar of offerings to market to the community.	Fall 2022	Ongoing
Increase participation and marketing of Exploration Day	Admissions Brooks Faculty, Sassaman	Utilize a drone, social media, and scheduled Live Feed for increased publicity during the event.		Ongoing
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
Market benefits of dual credit classes	Brooks,Tucker, Sassaman	Update dual credit web page.	August 2019	In Progress
Market benefits of the Promise Act	Brooks, Sassaman, Kilgore	Increase marketing and use of the Promise Act scholarship within eligible GCCC Programs		Ongoing
Digital assets in marketing efforts	Brooks	Increase use of video advertising—get more video and photo footage for the archives	Spring 2022	Ongoing
<mark>Investigate scholarship bridges between GCCC and transfer programs</mark>	<mark>**VPI, Deans**</mark>	<mark>Contact four-year institutions with which current articulations exist to explore possible scholarship opportunities; compile list of scholarship bridges.</mark>	<mark>Fall 2022</mark>	<mark>Successfully partnered with KU ICCAE grant to</mark>

Initiative	Owners Lead in Bold	Description/Measures/Targets	Completion Date for Measure/Target	Status
		KU ICCAE grant provides scholarships when students reach KU.		==link biotechnology and cybersecurity pathways between 2- and 4-year for minoritized students.==
On campus degree completion	**SEM/ Core Team 4 Terpstra**	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 - ongoing Conversations exploring opportunities Ongoing.
Diversity, Equity & Inclusion Education & Awareness	**DE&I Committee: Joy Lehmann, Brittany Clark, Haley York (Co-Chairs)**	4 Goals: DE&I Education and Awareness Activities, DE&I Resources, DE&I HS -> GCCC Transfer, DE&I AOC -> GCCC. DE&I Education and Awareness Activities (Monthly Educational & Awareness Activities), DE&I Resources (Resource List for Students, Employees and Community to better navigate GCCC), DE&I HS -> GCCC Transfer (Easier transfer from high school to GCCC), DE&I AOC -> GCCC (easier transfer from Access & Opportunity Center to GCCC)	May 15, 2022	

PILLAR 2:   INSTITUTIONAL PARTNERSHIPS
OBJECTIVE 2.2:   INVOLVEMENT

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—Updated Completion Date to Fall 2022

KAAN Annual Conference	**Reyes, Gonzalez, Avalos, Owens, Fisher**	The Kansas Academic Advising Network supports academic advisors throughout the state of Kansas and serves as a communication network among institutions of higher education for the development of the academic advising profession	October 1, 2022	In Progress
Wichita State University Data Sharing Agreement for Transfer Articulation	**SEM/Core Team 4**	Develop a mechanism for students to identify transfer to WSU and then, with consent, regularly send data to WSU to enable degree audit and dual advising	Successfully implemented by Spring 2023	In Progress
ACL Alzheimer's Grant	**Allied Health, Glenda Owens**	GCCC- Allied Health will support community care & awareness for ADRD (Alzheimer's Disease & Related Dementia) by completing the training for Care Ecosystem Model, providing IT Support for a minimum of two community members who are either diagnosed with ADRD or a care provider for ADRD. In addition, present a minimum of two community ADRD educational presentations by June 1, 2023	Jun 01, 2023	In Progress
Trustees linking with Workforce CTE Business Leaders	**Board of Trustees**	Trustees will attend CTE Advisory meetings. Participate in discussions of business needs and vision. Trustees attend at least 1 Advisory meeting of 2021 and 2022.	May 09, 2022	Completed
Kansas State Board Licensure Testing Center	**Cosmetology Dept. Daisy Mastin and Mia Horn**	Make contact with KBOC to see if a plan could be made to make, GCCC an official testing site, for our industry. We will be looking into a testing Site for the surrounding cities, in Kansas, to be able to test. It may a 100% graduating ratio with Cosmetologist. tattoo, esthetician, electrologist students.	Nov 05, 2021	Completed
GC3 Media building industry partners and student employment opportunities.	**Stacey Carr**	Build relationships/partnerships with industry entities to grow student opportunities. The number of industry employment opportunities given or offered to GC3 Media students during the 2021-2022 school year.	May 15, 2022	Completed
Lincoln RealWeld Trainer Outreach	**Welding Department**	Install and begin training with RealWeld trainers at Scott City, Deerfield, and Holcomb High Schools. Begin training students with RealWeld trainers in FA21	Dec 10, 2021	On hold
2022 SIDLIT Gold Level Educational Sponsorship	**Instructional Design and Online Services**	Institutional investment ($500) in acting as a sponsor to the regional conference, Summer Institute in Distance Learning and Instructional Technology; Gather faculty and staff to attend the conference virtually and connect with our regional	Jul 31, 2022	Completed

		<mark>colleagues. The goal is for at least 10 GCCC Staff and Faculty to attend the conference.</mark>		
Kansas Education Conference on Dementia	**Allied Health, Glenda Owens**	GCCC-Allied Health will fill the role as a committee member participating in the working group to develop relevant educational workshops for community members who are diagnosed with ADRD or a care provider and training curriculum for health care professionals.	June 23, 2023	In Progress
CARETEXT	**Allied health, Glenda Owens**	GCCC-Allied Health will partner with The University of Kansas Medical Center departments of Alzheimer's Disease Research Center and JUNTOS Center for Advancing Latino Health to participate in the working group to develop CareText. A text messaging program to provide caregivers support for those with ADRD (Alzheimer's Disease & Related Dementia). GCCC-Allied Health will support the development of text messages to be delivered to community members via their cell phones who sign up for the CareTEXT program which will be delivered to them at no cost from KU ADRC and JUNTOS. The program development will consist of 5 working group sessions beginning September 26, 2022.	November 2022	In Progress
Improving Latino Health Partnership	**Allied health, Glenda Owens**	GCCC-Allied Health will partner with KU Alzheimer's Disease Center and Children's Mercy Kansas City to propose strengthening relationships with the SW KS Latino community to improve health outcomes for Latino families. GCCC-Allied Health will support the project with providing a minimum of two community presentations and schedule the project team with a minimum of 2 industry partnership collaborations for SW KS	June 01, 2023	In Progress

PILLAR 3:　　　　　**HUMAN, PHYSICAL, AND FINANCIAL RESOURCES**
OBJECTIVE 3.1:　　　**PERFORMANCE**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
==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==	==Completed==
Instructional Services Book Study	**Marc Malone**	10 employees complete book study by May 15, 2023	May 15, 2023	In Progress
Implement new instructor and modality training for new faculty	**VPIS, Deans, HR, Director Instructional Design**	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	Completed—Run in Fall 2021 and Fall 2022
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
Invest in proper office ergonomics to improve overall health, well-being, and productivity	**Financial aid department**	Hire an Ergonomic Specialist, if possible- to gain professional input and plans for improvements. Invest in the recommendations and complete self-assessments to identify satisfaction and/or improvements	Aug 01, 2022	Ongoing

PILLAR 3:   **HUMAN, PHYSICAL, AND FINANCIAL RESOURCES**
OBJECTIVE 3.2:   **EFFICIENCY**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
Collaborate with CampusWorks to develop a long-term Strategic Enrollment Plan (SEM)	**President's Cabinet, SEM Core Team, Unruh**	Perform qualitative and quantitative study of the institution, focus groups, data summit, SWOT analysis. Use this study to develop goals and a clear system of strategies to accomplish the goals.	Plan completed by December 2022.	In Progress

PILLAR 3:   **HUMAN, PHYSICAL, AND FINANCIAL RESOURCES**
OBJECTIVE 3.3:   **SUPPORT**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
Increase employee recognition through annual awards	**Ruda, Cabinet**	Use NISOD and League for Innovation Awards to recognize exemplary faculty and staff achievement		Ongoing
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
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
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
Investigate ways to increase Mary Jo William's, bridges, and LSAMP grants	**Ruda,** Endowment			
Apply for TITLE V HSI STEM grant.	**Cabinet, Pfeifer**	Title V HSI STEM grant secured Fall 2021.	Fall 2026	Grant Application Successful

Ongoing |
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.
Implement a feedback program for outreach (GoogleDocs)	**VPI, Terpstra, Tucker**	Create feedback mechanism	August 2020	Completed
	Ruda, College Council	Develop a Governance manual that contains clear communication regarding purpose and mission of college committees. Process will also help	Spring 2022	Ongoing

		streamline college committees. Document will serve as a training guide for current and future employees for how decision-making occurs at the college.		
John Deere Expansion	**Instructional Services, Tech Ed & Workforce Development**	Raise funding for expansion of John Deere facility to increase student capacity in the program	Spring 2023	In Progress
Title V HSI STEM Project	**Instructional Services**	Increase funding for educational opportunities in STEM for minority populations (racial/ethnic, low-income, rural) Successfully complete each year's benchmarks	Aug 01, 2026 .	Ongoing
Establish and maintain reserve fund for non-covered insurance claims	**Board of Trustees, and Admin-istration**	Added requirement to Financial Conditions Policy Governance. CFO defines and creates fund, reports annually. Adequate reserves (defined by Administration) accumulated in 2 years	Jun 10, 2022	Completed and Ongoing

PILLAR 4:   SUSTAINABLE INFRASTRUCTURE
OBJECTIVE 4.1:   FACILITIES

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
Facilitate creation of a strategic Master Facilities Plan	**Lurtz, VPAS**			
Increase the number of security cameras in and on buildings	**Lurtz, Dozier**	Add additional cameras in key areas	As Needed	Ongoing
Laptop initiative	**VPAS, Lurtz, IT**	Move more employees to laptop access to ensure institutional operations during periods of remote work.	Spring 2022	Completed
Electronic Distribution of Credit Balance Funds for Students	**VPAS, Business Office**	Implement electronic distribution of student refunds	Spring 2022	Ongoing
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
More Local and state testing/certificates	**Garrier, VPSS, Dean**	Expand testing room/technology	Fall 2023	In Progress

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

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
Market availability of nighttime police escorts—24 hour coverage	**Dozier**	New Student Orientation, new employee orientation & social media	Spring 2022	Ongoing
Implement single sign-on product	**VPAS, Lurtz, IT**	Implement OneLogin to Implement OneLogin to streamline employee and student access to campus systems	Spring 2022	Completed
Investigate resources for endowed position	**Ruda, Gigot**	Investigating a capital campaign for expanded facilities and resources, including an endowed position.		Ongoing
Implement a maintenance and improvement plan for the college network	**Lurtz**, IT			Ongoing
Network switch and firewall upgrade	**Lurtz, IT**		Spring 2022	Completed
	Administration and input from all who are responsible for compliance	Hire a Compliance Officer: A full-time position is needed to serve as the institution's primary resource on federal/state/institutional policies, regulations, and directives to ensure compliance in all areas. A more streamlined system and actual position to hold all areas accountable for compliance. A tracking system to prove compliance DOE, HLC, KBOR, and any others. Ideally this position would perform internal checks/audits to ensure compliance randomly and prior to any actual audits. Position duties/responsibilities will be performed within the institution's vision, mission and values directed by strategic goals. Such position is vital in adhering to federal regulations/compliance in regard to remaining "Administratively Capable" and as an "Eligible Institution for Title IV federal aid" and for state and institutional compliance and overall accreditation as well. Additionally, this position would also be responsible for reviewing/maintaining/documenting compliance requirements for the college website; reviewing communication within complaints; ensuring we are communicating with students in a timely and appropriate fashion; analyzing potential impact of	Aug 01, 2022	Ongoing

		operational issues, decisions, and business processes; and collaborating with all departments. The position would serve as a part of college council, providing leadership and guidance for operations.		
	Communicatio n- Stacey Carr, Phil Hoke, Cayla Thomlinson	Hire an additional Communication Instructor. Hire an additional Communication Instructor for 2022-2023 school year and offer more and additional courses starting Fall 2022.	Aug 01, 2022	In Progress
	GC3 Media Program	Build a funding partnership with an industry partner. Receive new funds this year from an industry partner.	Oct 15, 2021	Completed
	IT, Matt Stockemer, Lance Miller, David Larsen, William Howell	Create an Online Portal for IT Updates, Security, and Phishing Scams. The implementation shouldn't take more than a week or two from approval. From there I hope to have an RSS feed built by October.	Oct 01, 2021	Ongoing

STRATEGIC PLAN REPORT
Completed Initiatives

PILLAR 1:   **STUDENT SUCCESS**
OBJECTIVE 1.1:   **ACCESS**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
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
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
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
Investigate placement HS GPA, ACT Scores, ad SAT Scores, MM	**VPI, Dev Ed Advising**	Multiple Measures	Spring 2020	Complete
Assess and calibrate test scores	**Developmental Ed. Committee**	Assess and review multiple measures of proper placement.	Fall 2020	Implemented Fall 2021
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
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
Expand TAP Program to Holcomb.		Enroll six students at Holcomb.	Spring 2019	Complete Spring 2019
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

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
Increase advisor training/professional development opportunities	**VPI, VPSS,** Tabor, Wenzel	Advisor Module in Canvas	Summer 2020	Complete Summer 2020
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
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
Develop online training module for advisors	**VPSS,** Tabor, Unruh, Wenzel		Summer 2021	Complete Summer 2020
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
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

PILLAR 1: STUDENT SUCCESS
OBJECTIVE 1.3: COMPLETION

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
Investigate the potential of or alternatives for a curriculum coordinator	**VPI, VPIEA**	KBOR Inventory assigned to IE/IR	June 30, 2019	Complete 2018-2019
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

Investigate alternate sources for textbooks	**VPI, Terpstra**	Cengage Unlimited implemented.	June 30, 2019	Complete 2018-2019

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

PILLAR 2: INSTITUTIONAL PARTNERSHIPS
OBJECTIVE 2.1: AWARENESS

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

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
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 2018-2019
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
Increase advertising	**Ruda,** Salazar	Arrange for online, fire science, and cosmetology commercial shoots for advertising.	June 2019	Complete 2018-2019
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
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

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

Initiative	Owners	Description/	Completion Date for	Status

	Lead in Bold	Measures/Targets	Measure/Target	
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

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
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
Create training programs that ensure rigor	**VPI, Terpstra,** Haar	Create training for Fall 2019 adjunct in-service	July 2019	Complete 2018-2019
Implement systematic training for rigor and consistency	**VPI, Terpstra,** Haar	Implement training at Fall 2019 adjunct in-service	Aug 2019	Completed 2018-2019
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
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
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

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
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
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
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	Complete
Increase Faculty Senate input into decision process for training	**Ruda, VPI, VPAS, HR**	Monthly meetings with faculty senate and President	Continuous	Complete
Implement mentoring to facilitate onboarding process for new faculty	**Ruda, VPI, VPAS, HR**	New mentoring implemented.	Fall 2018	Complete 2018-2019
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 Completed

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

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
Establish criteria and process for NISOD Excellence Awards	**Cabinet**	Develop criteria for use in the 19-20 academic year.	Fall 2019	Complete
Increase and maintain a strong onsite presence at high school campuses	**VPI, Terpstra, Tucker**	Outreach Coordinator will visit each high school monthly.	Spring 2019	Complete 2018-2019 Process implemented
Implement a feedback program for outreach (GoogleDocs)	**VPI, Terpstra, Tucker**	Create feedback mechanism	August 2020	Complete

PILLAR 4:   **SUSTAINABLE INFRASTRUCTURE**
OBJECTIVE 4.1:   **FACILITIES**

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
Implement an after hours computer lab for students	**VPAS, Ramos**	Add after hours computer lab for students in the ACAD classroom	Fall 2021	Complete
Increase the number of lights in the quad	**Ramos, Dozier**	Add lighting in the quad area	Fall 2019	Complete
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

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

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

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
Evaluate ALICE compatibility of interior classrooms	**Ramos, Dozier**		Spring 2020	Complete
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
Investigate implementation of a help desk	**Ramos,** IT			Complete