| GCCC **Strategic** Plan |

This strategic plan is a dynamic, living document, revisited annually by College Council to monitor progress toward our goals. The strategic plan guides the work of the institution, linking our operations, continuous improvement processes, and budget in a continuous life cycle of the institution.

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History of the College

Founded in 1919, Garden City Community College has **continually 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.

Mission, Vision, and Values

Mission: GCCC exists to produce **positive contributors** to the **economic** and **social wellbeing of society**.

> *GCCC believes in open access to education, working to ensure that every student has an opportunity to access its services and accomplish their goal.*

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

> *GCCC strives to be a leader in higher education in the state of Kansas, working on the cutting edge of educational reform to ensure quality learning for all students.*

GCCC Values:

> **B**old Innovation
> **U**nwavering Integrity
> **S**ervice and Collegiality
> **T**rust, Transparency, and Accountability
> **E**mpowered Creativity and Academic Freedom
> **R**esponsible Leadership
> **S**tudent-Centered Focus

The Structure of the Plan

Pillars of Progress

The foundation of Garden City Community College's strategic plan is 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:

1. Student Success
2. Institutional Partnerships
3. Human, Physical, and Financial Resources
4. Sustainable Infrastructure

Objectives

Within each Pillar, College Council has set objectives and key questions. The questions are designed to make the Strategic Plan a document which spurs our thought toward future action. **The Strategic Plan is built to intentionally seek this thought from every area of the institution— together we will work to steer the institution toward our future.**

Initiatives

Starting in Fall 2021, College Council **welcomes the input of all departments on campus** to develop initiatives which move the institution forward toward accomplishing its goals. These initiatives can be recorded in the Strategic Plan at any time during the year by visiting the web form located on the Employee Connection page of the college web site.

Each Spring semester, College Council will ask all participants to update their progress on their initiatives using the same form.

Key Performance Indicators

Progress toward the vision of the institution is measured by Key Performance Indicators (KPIs). If, for example, the Vision says we are headed toward Fiji, **the KPIs tell us how close we are getting and if we are still headed in the right direction**. KPIs are reported to the Board of Trustees each October and are discussed in more detail in Appendix 2 below.

Closing the Loop

Each October, the college will give a strategic planning update to the Board of Trustees. This update will include examples of current initiatives and updates on Key Performance Indicators to show the progress of the institution. This information will also be shared with the larger campus community on the college's web site under About > Institutional Effectiveness > Strategic Plan.

Questions to Guide our Work: the Strategic Plan at a Glance

PILLAR 1: STUDENT SUCCESS

Objective 1.1:   Access: How can we increase opportunities and decrease barriers for student access to the institution?

Objective 1.2:   Engagement: How can we increase opportunities for academic and non-academic student enrichment and engagement?

Objective 1.3:   Completion: How can we increase student retention and completion without sacrificing academic rigor?

PILLAR 2: INSTITUTIONAL PARTNERSHIPS

Objective 2.1:   Awareness: How can we increase awareness of GCCC with our external constituencies?

Objective 2.2:   Involvement: How can we increase institutional involvement with our external constituencies?

PILLAR 3: HUMAN, PHYSICAL, AND FINANCIAL RESOURCES

Objective 3.1:   Performance: How can we enhance and improve quality faculty and staff performance?
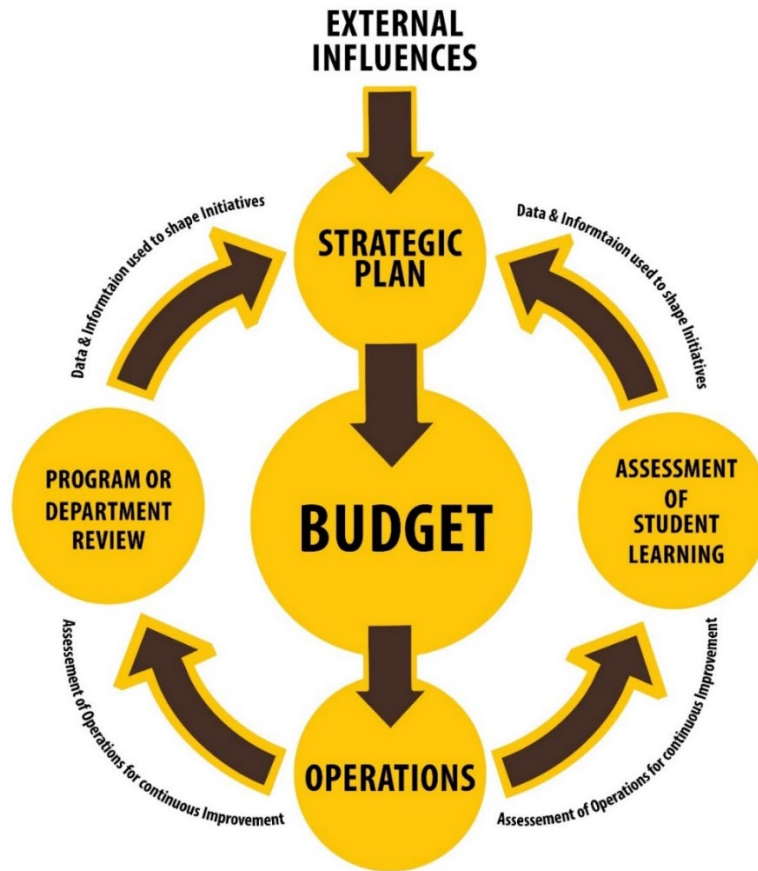
Objective 3.2: Efficiency: How can we improve the efficiency of our resources?

Objective 3.3:   Support: How can we increase financial support to the institution?

PILLAR 4: SUSTAINABLE INFRASTRUCTURE

Objective 4.1: Facilities: How can we commit to the sustainability of institutional infrastructure?

The Operational Life Cycle of the Institution

The Strategic Plan influences what the college *does* (its operations), and as such it is a major touchpoint for our budgeting processes and our continuous improvement processes. Generally, the college's operations function in a fiscal year cycle which runs from July to June. But **how do strategic planning, budgeting, and continuous improvement processes all fit together?** The following graphic and corresponding numbers in the list below explain the yearly operational cycle of the college.

(1.) We all work in departments that do work daily. We operate key functions of the institution (maintenance, advising, teaching, etc.).
(2.) We have processes (five-year program and department review, student learning assessment, non-academic assessment, etc.) to reflect on what we do.
(3.) We learn something through that reflection. We use that knowledge to *change something* or to *do something new* (an initiative).
(4.) And we record the initiative in the Strategic Plan.
(5.) If we need money to accomplish the initiative, we request it through the budgeting process. Through the budgeting process, departments are potentially awarded additional operational dollars.
(6.) Then we go and do the initiative—we make it a part of our operations. And the cycle starts again.

Timeline

In many ways the Strategic Planning process serves as the focal point for other continuous improvement processes (**Student Learning Assessment, Department Assessment, Program Review**) where information and data gathered is transformed into **Initiatives** that align with **Strategic Planning Pillars** and **Objectives** that can move the institution forward. These Initiatives can require funding to execute, and the Strategic Plan is used as justification for this funding.

The following timeline helps show where these processes overlap.

July: Non-Academic Department Assessment (NADA) results reported for the previous year. Departments set **Department Assessment** goals for the year. While reporting cycles vary based on institutional service areas, generally these goals will be tracked over the course of the year and reported the following July.

August: Departments have the opportunity to record **Initiatives** in the **Strategic Plan** using the Initiative form on the web site. Departments will work on these initiatives and track progress throughout the year, reporting on these initiatives in May.

             Program Reviews and **Department Reviews** begin for those up for five-year review.

October: Budgetary approval of new initiatives released by October.

             Annual **Strategic Planning Report** given to the Board of Trustees and the larger campus community.

             Program and Department Reviews for the previous year are presented to the Board of Trustees in short presentations led by program and department representatives.

             Academic and Non-Academic Assessment continues. Departments with **5-year Reviews** continue working.

             Strategic Planning tracking continues.

November: Academic and Non-Academic Assessment continues. Departments with **5-year Reviews** continue working.

             Strategic Planning tracking continues.

December: Course Outcome assessment for Fall semester due.

Program and institution-level assessment data collected for Fall semester.

Academic and Non-Academic Assessment continues. Departments with **5-year Reviews** continue working.

Strategic Planning tracking continues.

January: Academic and Non-Academic Assessment continues. Departments with **5-year Reviews** continue working.

Strategic Planning tracking continues.

February: Academic and Non-Academic Assessment continues. Departments with **5-year Reviews** continue working.

Strategic Planning tracking continues.

March: **Program and Department Review** drafts are submitted to the Program and Department Review Committee.

Based on various data points (assessment of student learning, **Program Review**, annual **Department Assessment**, etc.), departments submit budget requests for new initiatives and requested adjustments to existing operational budget expenditures. These requests are gathered by Vice Presidents, compiled, and then sent to College Council.

April: Departments continue tracking **Department Assessment, Strategic Plan Initiatives**. Departments with 5-year **Reviews** continue working.

May: **Course, Program, and Institutional Assessment** for Spring semester due.
Program and institution-level assessment data collected for Spring semester.
College Council submits budget recommendations to Cabinet
Departments report progress on Strategic Planning initiatives.

What is my role?

I am a staff or faculty member:

As a staff or faculty member, your work is integral in the following ways:

1) Your input in continuous improvement throughout institutional practices is essential.

2) As a member of a department, you are at the forefront of carrying out initiatives, both your department's initiatives and the larger institutional initiatives.

3) As a member of a department, you contribute directly to your department's continuous improvement processes, including Department Review, Department Assessment, etc. You gather data, reflect on data, and recommend changes for the future. These continuous improvement processes inform your work and your budget requests for the coming fiscal year.

I am a Director, Division Chair, or Dean:

As the leader of a department or collection of departments, your work is integral in the following ways:

1) Your input in continuous improvement throughout institutional practices is essential.

2) As a leader of a department, you are at the forefront of carrying out initiatives, both your department's initiatives and the larger institutional initiatives. With initiatives that come from your departments, you ask questions, provide support, and ensure department plans are integrated into other institutional projects. With larger institutional initiatives, you work to ensure your team fulfills any department-specific obligations.

3) Generally, a topic of conversation at department/division meetings should be your progress on any department-level actions related to strategic planning initiatives.

I am a Vice President:

As the leader of one of the three major divisions on campus, your work is integral in the following ways:

1) As the leader of a major division, you run the department meetings where strategic planning initiatives are discussed. You are responsible for ensuring your department has a continuous, consistent plan for moving institutional initiatives forward.

2) You are responsible for assisting Directors, Division Chairs, and/or Deans with establishing their own solid goals for department assessment, department reviews, and budgetary planning.

3) You are responsible for providing adequate support to ensure departmental initiatives are reported on annually for strategic planning progress updates.

4) You are responsible for providing adequate support to ensure department reviews in your area are completed on schedule.

5) You are responsible for ensuring budget requests are submitted and tied to Strategic Plan initiatives.

I am the President:

As the President, your work is integral in the following ways:

1) Ensure continuous improvement processes are functioning to provide meaningful reflection on and learning related to the institution's operations.

2) Ensure Budget Planning occurs within the context of continuous improvement.

3) Ensure the Strategic Plan services as an meaningful link between the institution's continuous improvement processes and financial planning for the institution.

I am a Trustee:

As a Trustee of the institution, your work is integral in the following ways:

1) Ensuring Strategic Planning is linked to continuous improvement processes such as 5-Year Program and Department Reviews, Annual Program Assessment, Non-Academic Department Assessment, Semester Course Assessment, Essential Skills Assessment, Employability Skills Assessment

2) Ensuring Strategic Planning is linked to overall financial planning for the institution

3) Suggesting Strategic Planning Initiatives at the Board of Trustees level.

Appendix 1: Inserting and Reporting on Initiatives

We WANT you to record your own initiatives in the strategic plan. These initiatives can be based on data and information gathered from a Program or Department Review, from your annual Department Assessment, from Assessment of Student Learning, or any other continuous improvement process at the institution. Initiatives can be entered using the Strategic Planning Form found on the Employee Connection page of the gcccks.edu.

Remember that the strategic plan influences how the institution budgets its funding. Your initiatives should come from data and information and should align with the strategic plan. If you aren't sure *if* or *where* an initiative fits on the strategic plan, it's a great topic of conversation to have!
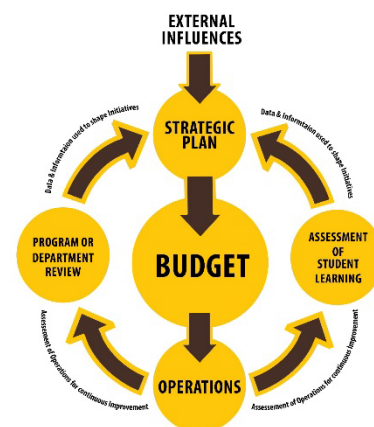
The following example is from a past Department Review.

Example 1

In a previous department review, Advising discovered that campus wide scheduling of advising appointments was a concern. In future budget cycles, Advising advocated for a campus wide scheduling software. Later the institution purchased a subscription to Microsoft Bookings, and now students can schedule with advisors, faculty, etc. with a few clicks of a mouse.

In this scenario, the idea to purchase a software solution could be recorded as a Strategic Planning initiative. If the funding were approved in the budget request process, this would be excellent evidence of using one of our continuous improvement processes (Department Review) to improve our overall operations. Using the Strategic Planning Initiative Form under "Employee Connection" on the college web site, it would be recorded as in the table below with a designated time to follow up. Using the same online form, Advising could later follow up with a status update, marking the project as "completed."

Pillar	Initiative	Owners	How are we going to do it? How will we know it is done? (Descriptions/Measures/Targets)	Completion Date for Measure/Target	Status
Student Success	Decrease barriers to student access by easing student scheduling with advising staff and/or faculty.	Advising, IT	Research, identify, purchase, and implement a campus wide scheduling software. (Requires approval during the budgetary process.)	August 2020	**Completed**

Screenshots of the form are included here for your convenience.

Entering a New Initiative:

Strategic Plan

Are you entering a new initiative or entering an update to an existing initiative? *

● A new initiative

○ An update to an existing initiative

Next

Strategic Plan

Which strategic plan pillar does your initiative support? *

○ Student Success

○ Institutional Partnerships

○ Fiscal Solvency

○ Sustainable Infrastructure

Please give your initiative a short title in a few words, e. g. "English Developmental Education reform" *

[   ]

Please list which department or specific names of employees who will take responsibility for this initiative. *

[   ]

Please describe the actions of your initiative, e. g. "Develop plan for new developmental English course sequence" or "Expand technical courses available at Lakin high school" or "Hold stakeholder meetings for facilities needs with each building on campus." *

[   ]

Please describe any data, targets, or measures you will use to identify the completion and/or success of your initiative. For example, if you are developing a new communications initiative using the GCCC mobile app, you might say "Implement communication initiative by [date]" or "Increase student engagement by X%." *

[   ]

Please enter a targeted completion date for your initiative or when you plan to have an update. *

[⬍] [⬍] [⬍] 📅

Previous   Submit Form

Entering an Update to an Existing Initiative

Strategic Plan

Are you entering a new initiative or entering an update to an existing initiative? *

○ A new initiative

● An update to an existing initiative

Next

Strategic Plan

Please enter the title of your pre-existing initiative. Try and match it as closely to the title you originally entered. *

[   ]

Please describe any data, targets, or measures you will use to identify the completion and/or success of your initiative. For example, if you are developing a new communications initiative using the GCCC mobile app, you might say "Implement communication initiative by [date]" or "Increase student engagement by X%." - Copy *

[   ]

Is your initiative complete? (If yes, it will be marked "complete" and will require no further tracking. If no, it will remain in the tracking document for further information in a future reporting cycle. *

○ Yes

○ No

Previous   Submit Form

Appendix 2: Key Performance Indicators

PILLAR 1: STUDENT SUCCESS

Objective 1.1		Key Performance Indicator	Target	Fall 2019	Fall 2020	Fall 2021
Access: How can we increase opportunities and decrease barriers for student access to the institution?	1	How many first-time, full-time students are attending?	475	454	452	
	2	How many total students are attending?	2000	1,939	1,919	
	3	How many part-time students are attending?	120	92	114	
	4	How many credit hours did the college deliver?	45,000	44,030 *KBOR AY Collection SU 18, FA 18, SP 19*	43,234 *KBOR AY Collection SU 19, FA 19, SP 20*	
	5	How many graduating high school seniors from our service area attend GCCC?	40%	37.55%	36.89%	

Objective 1.2		Key Performance Indicator		2021-2022
Data for this KPI will be compiled at the end of the Spring 2022 semester.				
Engagement: How can we increase opportunities for academic and non-academic student enrichment and engagement?	6	How many student engagement opportunities were offered on campus?		*Total number of events registered on the GCCC Mobile App during the Fall and Spring semesters.*
	7	How many times did students attend engagement opportunities?		*Total number of times students scanned in to events using the GCCC Mobile App during the Fall and Spring semesters*
	8	How many times did students visit faculty during office hours?		*Total number of times students scanned in to faculty office hours using the GCCC Mobile App during the Fall and Spring semesters.*
	9	How many times did students visit production or support offices on campus?		*Total number of times students scanned in to production or support office visits using the GCCC Mobile App during the Fall and Spring semesters.*

Objective 1.3		Key Performance Indicator	Target	Fall 2019	Fall 2020	Fall 2021
Completion: How can we increase student retention and completion without sacrificing academic rigor?	10	What percentage of students enroll in 15 or more credits per semester?	33%	32.49%	30.33%	
	11	What percentage of first-time, full-time students are retained from Fall to Spring?	85%	82.82%	77.65%	
	12	What percentage of first-time, part-time students are retained from Fall to Spring? *(KHESTATS SSI Score)*	40%	36.96%	37.50%	
	13	What percentage of students graduate, are retained, or transfer to other institutions?	50%	47.7% *(Fall 2016 cohort)*	46.9% *(Fall 2017 cohort)*	
	14	How many GCCC credentials were awarded?	475	450	414	
	15	How many students transferred to Kansas institutions?	160	155 (KHESTATS Transfer Data, 2018 cohort)	153 (KHESTATS Transfer Data, 2019 cohort)	

PILLAR 2: INSTITUTIONAL PARTNERSHIPS

Objective 2.1		Key Performance Indicator	Target	FY 2020	FY 2021	FY 2022
Awareness: How can we increase awareness of GCCC with our external constituencies?	16	How many external events were scheduled in college facilities?	300	245	53 *(Number likely significantly affected by COVID-19)*	
	17	How many community service events was the college involved in?		*(Data coming in a future reporting cycle.)*	*(Data coming in a future reporting cycle.)*	

Objective 2.2		Key Performance Indicator	Target	2020	2021
Involvement: How can we increase institutional involvement with our external constituencies?	18	How many individual businesses are represented on our Technical Education advisory committees?	*150*	*100*	150
	19	How many technical education students are employed immediately after graduation?	55%	61.74%	47.53%
	20	How many reverse transfers were completed?	15	6	12

PILLAR 3: HUMAN, PHYSICAL, AND FINANCIAL RESOURCES

Objective 3.1		Key Performance Indicator	Target	2020	2021	2022
Performance: How can we enhance and improve quality faculty and staff performance?	21	How many full-time staff and faculty are retained year over year?		85.31%	88.29%	

Objective 3.2		Key Performance Indicator	Target			
Performance: How can we improve the efficiency of our resources?	22	What is the mean time to completion on work orders?				

Objective 3.3		Key Performance Indicator	Target	2020	2021	2022
Support: How can we increase financial support to the institution?	23	What is the amount of additional public and/or private revenue sources secured by the college in the fiscal year?				

PILLAR 4: SUSTAINABLE INFRASTRUCTURE

Objective 4.1:   Facilities: How can we commit to the sustainability of institutional infrastructure?

Objective 4.1		Key Performance Indicator	2023	2024	2025
Facilities: How can we commit to the sustainability of physical infrastructure?	24	What is the status on deferred maintenance projects?			

Objective 4.2		Key Performance Indicator	FY 2022	FY 2023	FY 2024
Digital Infrastructure: How can we commit to the sustainability of digital infrastructure?	25	What is the Phish-Prone percentage over the fiscal year?			

Appendix 3: History of Strategic Planning at GCCC

Just as the Strategic Plan is a tool to chart the institution's future, the history of continuous improvements to the planning process is a record of where we have been.

2021-2022

As a part of College Council's Internal Governance project, designed to elucidate and streamline college decision-making processes, College Council voted to absorb the work of the College and Strategic Planning Committee (CPC) into its own roles and duties. This vote occurred at the March 23rd, 2022 meeting. The CPC had historically been the lead on matters of the annual budget planning process and took ownership of the Strategic Plan. Accordingly, the Budget Planning policy was updated. The Strategic Planning policy did not refer specifically to the CPC and thus did not require updating.

College Council also voted to adjust KPIs inside of Objectives 3.2, 3.3, and 4.1:

> 3.2: Performance: How can we improve the efficiency of our resources?
>> KPI: What is the mean time to completion on work orders?
> 3.3: Support: How can we increase financial support to the institution?
>> KPI: What is the amount of additional public and/or private revenue sources secured by the college in the fiscal year?
> 4.1: Facilities: How can we commit to the sustainability of physical infrastructure?
>> KPI: What is the status on deferred maintenance projects?

During the Spring 2022 semester, College Council also worked to set targets or stretch goals for the majority of the KPIs. These targets represent stretch goals for the institution, goals every department and division at the college should be working toward and developing initiatives for. Council added these targets based on analysis of two years of KPI data reported. Additional targets will be added for KPIs 6, 7, 8, 9, 17, 21, 22, 23, and 24 in the future, once two years of trend data become available. Progress for these KPIs will continue to be updated at the October Board of Trustees meeting.

2020-2021

The CPC convened during the 20-21 year to move the strategic plan forward in two specific ways: 1) increase campus wide access to and buy-in with the strategic plan and 2) solidify Key Performance Indicators to measure institutional progress.

9/24/20 CPC Meeting

At the September 24, 2020 meeting, members of the committee agreed to "collapse" the multiple parts of the strategic plan, eliminating the "strategy" level and relying, instead, on Pillars, Objectives, and Initiatives. The goal was to simplify the plan, making it more accessible.

The group also transformed Objectives from one-word categories to a question format. For example, "Engagement" became "How can we increase opportunities for academic and non-academic student enrichment and engagement?" The goal to make the plan more accessible by prompting individual departments and units to relate their day-to-day work and initiatives directly to the strategic plan and therefore the overall direction of the college.

The group also changed the title of Pillar 3: "Fiscal Solvency" to "Human, Physical, and Financial Resources" and shifted the Objective relating to efficiency from Pillar 4 to Pillar 3. The question "How can we improve the efficiency of our resources?" now resides in Pillar 3.

The group also discussed the opportunity to turn the strategic plan from a top-down, directive plan to a bottom-up plan driven by the work of individual departments. The group discussed an initiative generation and reporting system which could be deployed using Office 365.

10/23/20 All-Employee Meeting

Changes to the strategic plan from the 9/24/20 meeting discussed at an All-Employee Meeting.

11/18/20

The CPC met to brainstorm clear, measurable Key Performance Indicators (KPIs) which will help the College measure progress on the strategic plan.

4/23/21

The CPC met to vote on a final version of KPIs to attach to the strategic plan.

These KPIs will be used to establish institutional benchmarks to report to the Board of Trustees at the October 2021 meeting.

2017-2019

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 would implement to support 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 mission of 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.