



2016-2019

# STRATEGIC PLAN



*Empowering Students to Succeed in a Global Environment*



As we plan for the future of the College, we have enjoyed a stroll through our past with a year-long celebration of Gadsden State's Educational Legacy! Our history of accomplishments dates back to 1925 when the Alabama School of Trades opened its doors as the first trade school in the state. Building on a solid foundation of being created by the merger of four institutions, Gadsden State Community College is poised for growth, renewal, and revitalization.

Our 3-year strategic plan supports the College's mission statement and augments our operational goals. Succinctly defined as the 3I's – instruction, infrastructure, and institution – the faculty and staff have established the parameters for a proactive, timely, and relevant plan that focuses on quality educational programming delivered by knowledgeable and highly competent faculty, ensures institutional advancement and system integration, seeks to address the long-standing infrastructure needs of aging facilities, and advances operational acumen of all systems, procedures and practices impacting our students each and every day.

**Instruction** – teaching students is the very heart of Gadsden State! Our College primarily exists to teach students, prepare the workforce with the skills and competencies needed to earn a living wage and be successful in the job market, and meet the needs of adults who want to obtain their GED. We have devised an action plan that focuses on our existing students, potential students, faculty, and programs.

**Infrastructure** – students learn best in an environment that is stimulating, conducive to learning, and student-friendly. There are meaningful initiatives embedded in our strategic plan to address some long-standing issues at the College. Our faculty and staff understand why “community” is in community college. We intend to reach out to those who attend the GSCC campuses as well as those who visit!

**Institution** – internal and external review of all components of the College is essential to maintain public trust and ensure continuous improvement. We are vigorously pursuing external approval and funding to maximize state funds and tuition/fees. We are accomplishing great things at Gadsden State and we want to share the message with those who are interested in the College, the economic and workforce needs of our communities, and most importantly, our students.

The draft of the strategic plan was created by the administrative team in spring 2016 and released for faculty/staff input in May. As expected, the feedback was comprehensive, deliberate, and provided broad-based views on how to strengthen the plan. I am confident that we will have tremendous success as we implement this plan. With the gifted, motivated, and committed faculty and staff at the College, we are boldly moving into the future and ready to engage in transformational change to ensure our relevance, efficiency, and effectiveness.

*Martha G. Lavender*



## ***Instruction:***

***Expand and strengthen learning experiences that prepare a highly-qualified workforce, promote students success and drive the economic engine within the community, region and state.***

### **1.1 Implement a comprehensive enrollment management plan by Fall 2016.**

1.1.1 Increase enrollment by 2% annually.

1.1.2 Increase retention fall to spring by 10% and fall to fall by 7%

*Responsible party: Dean of Enrollment and Retention; Instructional Deans*

### **1.2 Expand online offerings by 10% annually.**

*Responsible parties: Dean of Enrollment and Retention; Instructional Deans*

### **1.3 Expand dual enrollment by 20% annually.**

*Responsible parties: Instructional Deans; Dean of Enrollment and Retention*

### **1.4 Explore, develop, and propose one or two new programs annually.**

*Responsible parties: Instructional Deans*

### **1.5 Implement a unified college readiness plan by Spring 2017.**

1.5.1 Develop unified college readiness plan in Fall 2016

1.5.2 Design an accelerated developmental studies program

*Responsible party: Dean of Academic Programs and Services*

### **1.6 Identify, track, assess, and improve key performance indicators of student success by Summer 2017 and annually thereafter.**

1.6.1 Employment rates

1.6.2 Certification success rates

1.6.3 Licensure rates (selected fields)

1.6.4 Transfer rates to 4-year institutions for General Studies majors

*Responsible party: Dean of Enrollment and Retention; Instructional Deans; Director of Institutional Effectiveness*

### **1.7 Implement a GSCC master teacher recognition program by Fall 2016.**

*Responsible parties: Cabinet Members and Selected Faculty*

**1.8 Develop and implement a faculty advisement program by Fall 2016.**

*Responsible party: Instructional Deans; Dean of Enrollment and Retention*

**1.9 Develop and implement a professional development series on customer service delivery for all employees by Spring 2017.**

*Responsible parties: Cabinet*

**1.10 Thirty percent (30%) of the faculty will successfully complete requirements of the Gadsden State master teacher recognition program by Spring 2019.**

*Responsible parties: Instructional Deans*





## *Infrastructure*

*Create and sustain a collegiate environment that promotes learning, is sensitive to internal and external stakeholders and is student-centric.*

### **2.1 Design and initiate implementation of a college-wide beautification plan by Spring 2017.**

*Responsible Party: Director of Physical Plant*

### **2.2 Develop a plan to accomplish critical renovation projects by Summer 2019 with renovations to be completed at one-year intervals.**

*Responsible Party: Cabinet; Dean of Finance and Administrative Services*

### **2.3 Acquire and install a multi-service communication system by Spring 2017.**

*Responsible Party: Chief Information Officer*

### **2.4 Evaluate structure, deployment of staff, work plans, and quality of cleaning and preventative maintenance by support personnel by Summer 2016.**

*Responsible Party: Director of Physical Plant*

### **2.5 Install appropriate signage for all buildings to include the name and function of building by Summer 2017.**

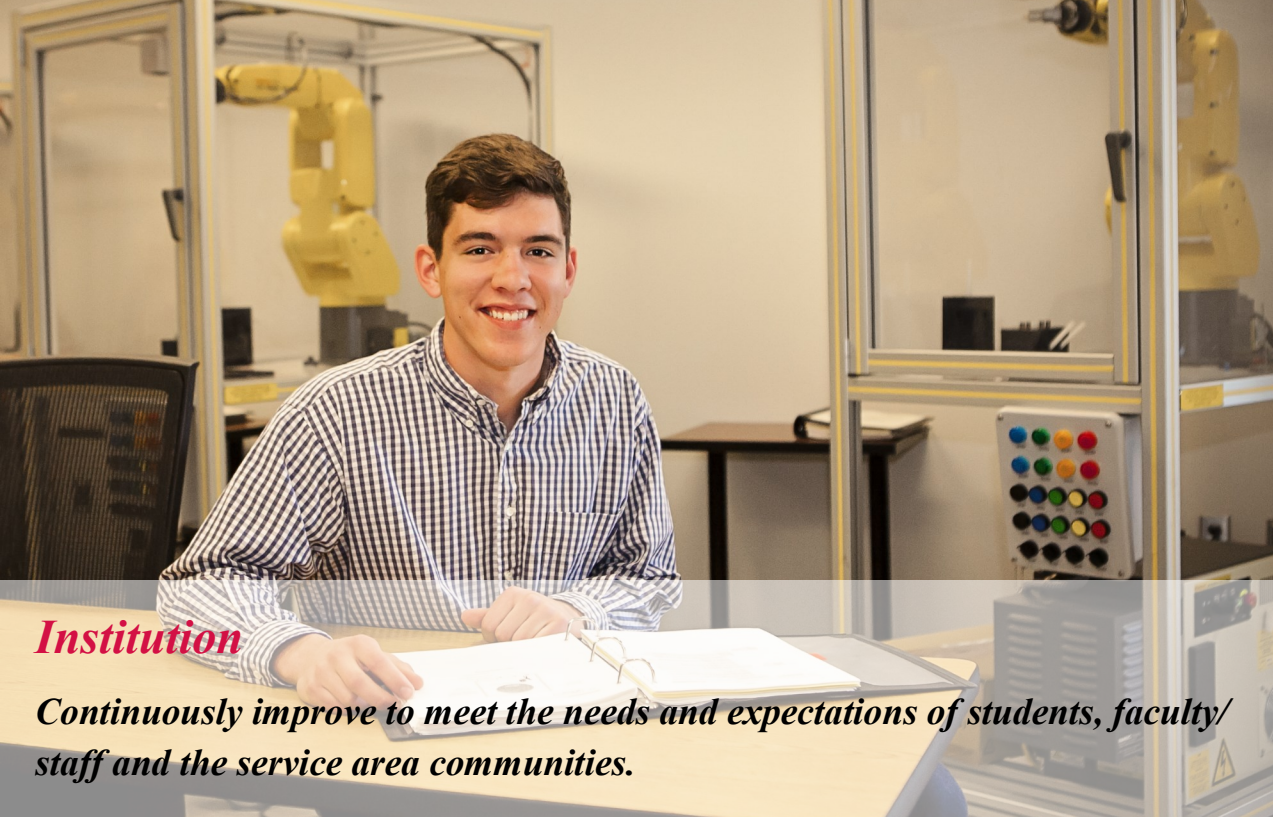
2.5.1 Install exterior signs on buildings to include building name and function

2.5.2 Install interior signs to direct traffic appropriately

*Responsible Party: Director of Physical Plant*

### **2.6 Develop plans and seek financing for state-of-the-art science/general education buildings to be constructed at the Ayers and the Wallace Drive campuses by Summer 2019.**

*Responsible Party: Dean of Finance and Administrative Services; Cabinet Members*



## ***Institution***

***Continuously improve to meet the needs and expectations of students, faculty/staff and the service area communities.***

### **3.1 Achieve and maintain accreditation/certification status where applicable.**

- 3.1.1 Successfully complete the College self-study and compliance certification process to earn 10-year SACSCOC Reaffirmation in 2018
- 3.1.2 Successfully complete program accreditation/certification reports to earn national recognition of selected programs (January 2017)

*Responsible parties: Director of Institutional Effectiveness; Instructional deans; Division Chairs; Faculty*

### **3.2 Expand and enhance the Gadsden State professional development program for all employees that is timely and relevant, improves service delivery, builds a pathway for leadership succession, advances instructional delivery by Spring 2017.**

*Responsible Party: Director of Institutional Effectiveness*

### **3.3 Seek new sources of revenue from state and federal appropriations, grant opportunities, and strategic partnerships with business and industry philanthropic groups (Ongoing).**

- 3.3.1 Secure a minimum of \$4 million in external funding annually to supplement other sources of revenue
- 3.3.2 Create an educational and mentoring program to engage faculty/staff in grant writing
- 3.3.3 Secure a new partnership with business/industry each year to grow the technical programs at all locations

*Responsible parties: President; Dean of Technical Programs and Workforce Development; Cabinet members*

### **3.4 Conduct systematic review of all programs/areas for relevance and long-term viability every five years.**

*Responsible parties: Director of Institutional Effectiveness; Cabinet; Chairs/Budget Managers*

### **3.5 Implement a comprehensive public relations plan that ensures effective and consistent College messaging for all constituencies by Fall 2016.**

*Responsible parties: Public Relations, Cardinal Foundation; Alumni Association; Cabinet*