



| **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 Access, Success & Learning Experience
2. Partnerships & Community Engagement
3. Resources & Infrastructure
4. Institutional Capacity, Adaptability, & Strategic Communication

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 thoughts toward future action. **The Strategic Plan is built to intentionally seek these thoughts from every area of the institution—together we will work to steer the institution toward our future.**

Initiatives

Starting in Fall 2026, 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.

Similarly, SEM (Strategic Enrollment Management) initiatives are aligned with the Strategic Plan as are the initiatives owned by College Council. These initiatives are recorded in this document.

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 ACCESS, SUCCESS & LEARNING EXPERIENCE

Objective: Foster a dynamic and diverse culture where students care deeply about their own success; where students will become critical thinkers equipped for life, empowered to pursue their goals with purpose and resilience; and where students engage actively in their learning and communities.

Questions: *How do we foster students caring about their own success?*
How do we help students learn and apply critical thinking skills and habits?
How do we empower students to establish and work toward their goals?
How do we create pathways for students to grow, contribute, and belong on-campus and in the broader community?

PILLAR 2: PARTNERSHIPS & COMMUNITY ENGAGEMENT

Objective: to foster a transparent, collaborative, and well-connected community through strong partnerships and effective communication, creating meaningful opportunities for engagement, collective growth, and student success.

Questions: *How do we foster transparency in the way that we engage and communicate with the local community and external organizations?*
What partnership opportunities exist in our service area and how can we develop them?
How can we continually grow as a community partner?
How can we grow educational partnerships with other higher education providers?

PILLAR 3: RESOURCES & INFRASTRUCTURE

Objective 3.1: to ensure a safe, well-maintained college environment by cultivating resources that enhance student engagement and success, through equitable and fiscally responsible practices.

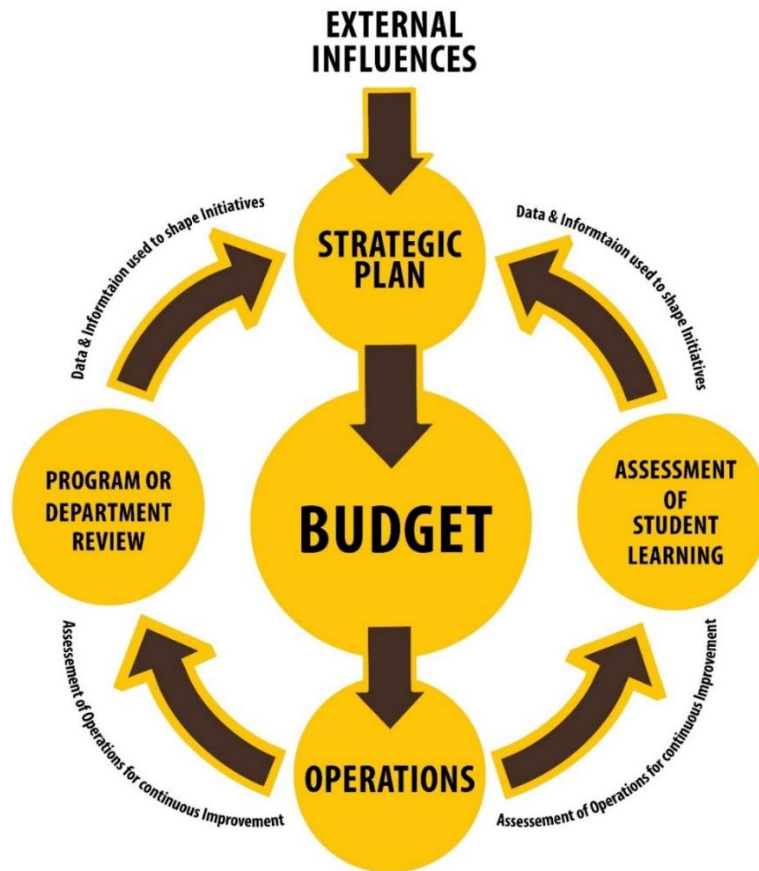
Questions: *How do we create a proactive culture to ensure safety and maintenance?*
How do we ensure progress on deferred maintenance while proactively maintaining our current infrastructure?
How do we ensure transparency and equity in resource allocation funding?
How do we responsibly acquire additional resources to support the mission of the college?

PILLAR 4: INSTITUTIONAL CAPACITY, ADAPATABILITY & STRATEGIC COMMUNICATION

Objective: Increase institutional capacity to adapt and grow through advocacy, strategic communication, technology, innovation, and continuous improvement of institutional plans and processes.

Questions: *How do we grow capacity for advocacy locally, regionally, nationally?*
What level of fidelity (commitment) have we applied to our plans and processes?
How do our stakeholders know our mission, story, and purpose?
How do we advocate for our stakeholders and have them be advocates for us?
How do we communicate the value and return on investment of Garden City Community College and education to our students and the community?

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 request 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 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 a meaningful link between the institution's continuous improvement processes and financial planning for the institution.

I am a Trustee:

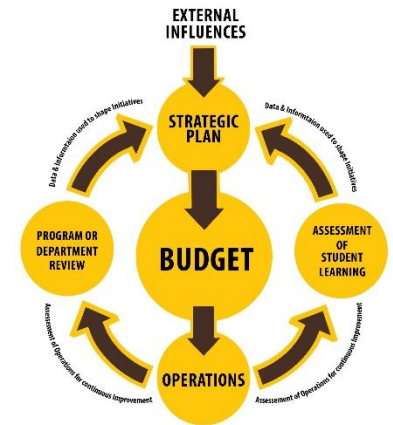
As a Trustee of the institution, your work is integral in the following ways:

- 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, the Advising Department discovered that campus wide scheduling of advising appointments was a concern. In future budget cycles, the Advising Department 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 of purchasing 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 if 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 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. *

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[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. *

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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 ACCESS, SUCCESS & LEARNING EXPERIENCE

Objective: Foster a dynamic and diverse culture where students care deeply about their own success; where students will become critical thinkers equipped for life, empowered to pursue their goals with purpose and resilience; and where students engage actively in their learning and communities.

	Key Performance Indicator	Target	2023-2024	2024-2025	2025-2026
1	What percentage of first-time, full-time students are retained from Fall to Spring?	85%	84.09	86.56	85.63
2	What percentage of first-time, part-time students are retained from Fall to Spring?	60%	44%	51.26%	51.67
3	How many academic credentials are awarded?	600	532	544	545
4	How many students transfer to other Kansas institutions? <i>KHESTATS Transfer Data *4-year regents + Washburn + Newman</i>	185	101* (2022 cohort)	107 (2023 cohort)	144 (2024 cohort)
5	How many student engagement opportunities were offered on campus? <i>Total number of individual "events" on campus. Only includes those listed by faculty/staff on the Buster Biz app.</i>	750	688 events	655 events	668 events
6	What was total attendance at all engagement opportunities on campus?	5,000	3,743 event check-ins	4,110 event check-ins <i>The equivalent to each student attending 1.85 events. Of 655 events, only 274 had ability for students to scan in.</i>	4,745 event check-ins
7	What percentage of students receive financial assistance? <i>(internal/external non-federal/federal/combined)</i>				
	Internal aid (scholarships, work study, grant in aid)				
	External Non-Federal Aid				
	Federal Aid (federal work study, Pell, loans)				

College Council Initiative: support re-launch Buster Biz app (GCCC Mobile app) (encourage increasing number of student-facing events, facilitate tech. training for and processes for tracking student attendance (scan in) at engagement events (using the app))

PILLAR 2: PARTNERSHIPS & COMMUNITY ENGAGEMENT

Objective: to foster a transparent, collaborative, and well-connected community through strong partnerships and effective communication, creating meaningful opportunities for engagement, collective growth, and student success.

	Key Performance Indicator	Target	FY2023	FY 2024	FY 2025
8	How many unique external entities scheduled events in college facilities? <i>*baseline data is for all events*</i>	700	244	566	623
9	How many alumni are registered with the Alumni Association?	75	-	-	36
10	Annual Community satisfaction survey (Year 1 is development as Council initiative.)				
11	How many service events did the college participate in?	50	-	-	-
			2022-2023	2023-2024	2024-2025
12	How many unique businesses are represented on our Technical Education advisory committees? (active advisory board attendance)	165	148	120+	138
			Feb 2023- Jan 2024	Feb. 2024 – Jan 2025	Feb. 2025 – Jan. 2026
13	How many non-credit offerings were held?				
	Personal Enrichment	30	7	20	25
	Continuing Education (online)	30	16	15	15
	Workforce Development (continuing ed + non-credit workforce)	8	4	4	4
14	How many participants attended the non-credit offerings?				
	Personal Enrichment	255	79	221	217
	Continuing Education (online)	40	22	21	25
	Workforce Development (continuing ed + non-credit workforce)	40	38	33	36

College Council Initiative: develop a (short) community satisfaction survey to provide regular feedback from the community.

PILLAR 3: RESOURCES & INFRASTRUCTURE

Objective 3.1: to ensure a safe, well-maintained college environment by cultivating resources that enhance student engagement and success, through equitable and fiscally responsible practices.

	Key Performance Indicator	Target	FY2023	FY2024	FY2025
15	What is the amount of additional public and/or private revenue secured by the college in the fiscal year?	\$500,000 annually			
16	What is the percentage representing the distribution of funds amongst college units?	<i>No target Tracking for trend analysis</i>			
17	What is the total amount invested in infrastructure (deferred maintenance, maintenance, facilities expansion, IT)?	<i>No target Tracking for trend analysis</i>			
18	What is the outcome of the annual budget audit?	Unmodified opinion without findings			
19	How many NEW endowed scholarships were established?	10/year			

PILLAR 4: INSTITUTIONAL CAPACITY, ADAPTABILITY & STRATEGIC COMMUNICATION

Objective: to increase institutional capacity to adapt and grow through advocacy, strategic communication, technology, innovation, and continuous improvement of institutional plans and processes.

	Key Performance Indicator	Target	FY2023	FY2024	FY2025
20	How much is spent on professional development / leadership training?				
		Target	2023-2024	2024-2025	2025-2026
21	How many full-time staff and faculty are retained year over year?		85.31%	88.29%	
22	What percentage of policies were reviewed?	33%	-	-	-
23	What percentage of employees complete required internal trainings? (HR, IT)	90%			
24	What percentage of annual employee evaluations are completed?	90%	61.19%	33.78%	In progress
25	What are the assessment participation rates (academic/non-academic)?				
	Semester Course Assessment	Target TBD	53%	48%	52%
	Collaborative Course Assessment *spring collaborative assessments are not due until Aug.	Target TBD	50%	26%	41%*
	Annual Program Assessment	90%	39%	55%	43%
	Institutional Skills Assessment	90%	26%	34%	23%
	Non-Academic Annual Assessment	90%	41%	42%	52%

College Council Initiative: Establish and execute a systematic process for monitoring and maintaining campus policies.

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.

Fall 2025

In Summer 2025, GCCC partnered with Dr. Steve Karlin of the Kansas Association of School Boards (KASB) to lead the work of refreshing the strategic plan. The work focused on two working groups: a task force group (jokingly named "The Tributes), and a group of external stakeholders.

The Task Force was comprised of:

- Dr. Marc Malone, VP for Instructional Services/CAO
- Samantha Sanger, Director of Institutional Effectiveness
- Sydnee Claussen, Executive Director of Enrollment Management
- Jamie Durler, Director of Online Learning and Instructional Design
- Madilyn Limberg, Executive Director of Marketing and Public Relations
- Craig Lurtz, Director of Facilities and Transportation
- Lance Miller, Executive Information Officer
- Chuck Pfeifer, Dean of Technical Education and Workforce Development
- Mindy Russell, Accounting Services and Grant Compliance Manager
- Robert Scrivner, Associate Professor of Criminal Justice and Public Safety
- Tammy Tabor, Dean of Student Services
- Helen Weeks, Associate Professor of English

The Task Force held three meetings throughout the Fall 2025 semester (September 8, November 6, November 18) and two in the Spring 2026 semester (January 22 and 29).

The first meeting focused on refining a survey instrument distributed widely internally and externally.

Separately, a larger Stakeholder Group held two meetings: October 6, and October 23. This group processed the survey data through a series of activities. The Task Force reconvened to review outcomes from the Stakeholder Groups, identifying pillars, refining objective language, and writing guiding questions. The group also crafted proposed College Council initiatives.

The 2026 Strategic Plan was adopted by College Council on July 8, 2026. It was presented to the Board of Trustees July 14, 2026, and was distributed to the GCCC community at the start of the Fall 2026 semester.

2024-2025

In preparation for a refresh of the Strategic Plan, Dr. Malone presented two “Strategic Planning Bootcamp” sessions to College Council: One on January 22, 2025, and the second on March 26, 2025. For the benefits of new leaders in College Council, the first session covered what strategic planning is, ownership of the plan, how the plan fits in to the larger framework of the college (mission, vision, key performance indicators), and how the plan is structured (pillars, institutional questions, key performance indicators). The presentation also asked questions such as “how can we improve the overall strategic planning process at GCCC?,” “what should the next version of the plan look like?,” and “how do we make the strategic plan more meaningful and helpful for the college as a whole?”

The second session provided additional education about “traditional,” “directed,” or “centralized” strategic plans look like in comparison to GCCC’s de-centralized, question-based or real-time strategic planning. This session also led to a straw poll vote in Council—refreshing and “re-invigorating” the plan, or developing a more centralized, guided, directed plan. Council voted for a strategic planning refresh, to maintain a decentralized stance, and to balance that decentralized stance with initiatives or objectives that Council will have more control over.

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 of 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 is 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	Andrew Gough
Ryan Ruda	Brandy Unruh
Colin Lamb	Deborah Nicholson
Emily Clouse	Derek Ramos
Phil Terpstra	Melinda Harrington
Nancy Unruh	Shelli Lalicker
Sheena Hernandez (Faculty Senate)	Chuck Pfeifer
Phil Hoke (Faculty Senate)	Amanda Harms
Rodney Dozier	Clay Woydziak (Student Government Association)
Tammy Tabor	

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.