



2022-2023

ANNUAL

STRATEGIC PLAN REPORT

October 17, 2023

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
Crosstrain advising staff and instructors on critical issues serving developmental and college ready students	VPI, VPSS, Tabor, Unruh, Claussen	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 program classes that have been offered.

Open Educational Resources Working Group	Veronica Goosey and the Office of Online Learning and Instructional Design	<p>1) Institute an OER working group reporting to the Office of Online Learning and Instructional Design.</p> <p>2) Plan institutional OER initiatives in compliance with the GCCC strategic plan.</p> <p>3) Increase faculty and instructional employees' knowledge of and interest in OER through professional development and training in the use of open licensing.</p> <p>4) Increase instructional use of OER textbooks and learning materials through early-adopters, promotional events, and training.</p> <p>5) Encourage faculty adaptation of OER through access to OER repositories and training.</p> <p>6) Encourage faculty creation of OER through access to OER platforms, grants, and training.</p> <p>Institute the working group and hold regular meetings throughout the FA 22 term.</p> <p>Implement at least one professional development or training opportunity for instructional employees during the FA22 term.</p>	Dec 15, 2022	<p>Completed</p> <p>Working group organized by August 2022. Increase faculty knowledge and interest in OER options by providing professional development opportunities; on-campus workshop offered Oct. 19, 2022; online disciplinary roundtables promoted through Oct/Nov 2022. Increase adoption of OER textbooks through training; Oct. 19, 2022 workshop invited faculty to participate in reviewing OER textbooks; several faculty reviewed OER texts on the OEN repository and at least 3 adopted an OER text for a class.</p>
Diversity, Equity & Inclusion Education & Awareness	DE&I Co-Chairs	<p>4 Goals</p> <p>DE&I Education and Awareness Activities</p> <p>Monthly Educational and Awareness Activities</p> <p>DE&I Resources</p> <p>Resources List for Students, Employees, and Community to better navigate GCCC</p> <p>DE&I HS -> GCCC Transfer</p> <p>Easier transfer from high school to GCCC</p> <p>DE&I GCCCA -> GCCC.</p>	May 15, 2022	Ongoing

		Easier transfer from GCCCA to GCCC. Committee Established Spring 2022 and Continuing Into Future		
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	Claussen, 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. Resources are still being considered to expand our communications in e-recruit due to our budget.	Fall 2024	In Progress
Completion – Technical Education study hall and tutoring sessions	Dean Team, Cindy Venjohn	Establish days, times, and locations for study hall sessions; identify faculty involvement; develop a communication plan. At least 75% of students who participate in the study hall or tutoring sessions will express satisfaction.	May 15, 2022	Ongoing
Registered Apprenticeship Development	Instructional Services, Apprenticeship Coordinator, Dean of Technical Education	Develop two registered apprenticeships by May 2023, an additional 3 in 2023-2024. Update: No new apprenticeships have been developed, but Stephanie DeLoach and Marc Malone have presented at approximately half of all tech. ed. advisory boards and Stephanie has received further training. A college web site and marketing materials exist, and we plan to continue promoting this opportunity in the summer and fall	May 15, 2024	Ongoing

		semesters to other organizations such as the Chamber of Commerce group.		
Accelerating Opportunity-Kansas (AO-K) Pathways	Director of Adult Education; Adult Education Transitions Coordinator; Dean of Technical Education	Update existing AO-K pathways and increase the number of AO-K pathways available for adult education students. Completed Update all four existing pathways and create two - three new pathways and obtain approval for these pathways by August 2023. Pathways were updated and approved. GCCCA is now offering 7 pathways: Carpentry Early Childhood Education Emergency Medical Technician (EMT) Healthcare Industrial Maintenance Mechanic Manicuring Welding Increase number of adult education students enrolled in an AO-K pathway from 7 in 2020 to 50 in 2024-25. In process. Meeting with the different directors of each department of the AO-K approved are taking place. Recruitment of students interested on Healthcare, Emergency Medical Technician and Welding pathways started in August 2023	June 30, 2025	In Process
Married Student Housing	Tammy Tabor; Housing; Facilities	Designating four married student housing units.	Available for Fall 2023	Ongoing 4 are ready to go for Fall 2023. One occupied as of 6/28/23
Electronic Student Refunds	IT/Business Office, Linda Hill, Jennifer Hill, Kim Harrison	Automate student refunds	Product Purchased and Implemented by April 3, 2023	Completed

Developed new alumni scholarship program	Alumni, President, Financial Aid	Allocated funds for new scholarships to be available to family members of alumni. Received a matching grant that will match up to \$10,000 for the establishment of the alumni scholarship.	April 1, 2023	Completed
International Club	Cayla Thomlinson and Samantha Garcia	Start a student organization for our international students. Secure funding from SGA (be recognized club on campus). Have a student membership of 10 for Fall 2023 semester. Elect student officers (president, vice president/secretary) for Spring 2024. Host two or more events in Spring 2024. International club has started meeting this fall. We did secure funding from SGA to be recognized as a student organization on campus and we meet bi-weekly on Sunday's. We already have two students interested in officer positions and we had 10 students attend our first meeting.	May 20, 2024	Ongoing

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	On Hold
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. Fall 2023 the process continues and improves. For fall all athletic events have been added.	Spring 2021	Ongoing

<p>Develop Project 1919—a literary magazine on campus designed to provide an outlet for students to publish creative works.</p>	<p>Seth Kristalyn</p>	<p>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.</p> <p>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.</p> <p>Updated Description: Project 1919 published its first Volume in May 2023 with a release party that had 40 students, employees, and community members in attendance. We distributed 41 books at the release and another dozen the following day. For the next year, we hope to increase submissions and reach 100 pages in the magazine while also investigating possibilities to expand the magazine's reach and scope.</p> <p>Updated submission form, ordered materials for this year, and are working on ways to increase submissions.</p>	<p>May 2022</p>	<p>Ongoing</p>
<p>Student Chosen Name</p>	<p>Linda Hill, Datacore Committee</p>	<p>Fully-implement ability for students to choose and display chosen names and pronouns across our systems; pass policy through College Council to support these actions.</p>	<p>May 14, 2024</p>	<p>Completed</p>
<p>English I Themes</p>	<p>English (Seth Kristalyn and Sheena Hernandez)</p>	<p>Develop and teach English I classes centered around thematic elements in order to create more interest and buy in from students for a course that is required and often on the bottom of students' priority list. Plan and teach two themed English I section in Fall 2023.</p>	<p>December 14, 2023</p>	<p>Ongoing</p>

PILLAR 1: STUDENT SUCCESS
OBJECTIVE 1.3: COMPLETION

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

PILLAR 1: STUDENT SUCCESS
OBJECTIVE 1.3: COMPLETION

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
Increase participation in reverse transfer with universities	VPI, VPSS, Tabor, Unruh, Claussen	Ongoing communication about transfer updates at advising trainings.		Ongoing
Increase number of reverse transfer students.	VPSS, Registrar, Student Records	Contact students who transfer without a degree who may be eligible for reverse transfer.	Spring 2022	Ongoing
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	Ongoing
Program Review Revamp	Phil Terpstra and Committee	Revamping, improving, streamlining 5-year academic program review template and process. New template developed and implemented. GCCC OER working group will implement institutional OER initiatives to promote relevant professional development for faculty, and increase the use, adaptation, and creation of OER at GCCC. An OER adoption workshop was held August 25, 2023 through the writing workshop program. Six (6) faculty and staff members attended to learn about	August 1, 2024	In Progress

		how to find and assess OER for use in class or work.		
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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, Chris Turpin	<p>Leverage faculty administrative assignment to provide additional personal enrichment ENDS opportunities. Completed Pet Friendly Pet Training. A 10-week course taught by a local animal behavior specialist, teaching participants how to train their dogs using pain-free, fear-free methods.</p> <ul style="list-style-type: none"> ○ 2 sessions in Spring 2023 <p>Taking Better Pictures. A hands-on Saturday afternoon class taught by one of our own instructors, Cayla Thomlinson, teaching participants the basics of artistic photo composition.</p> <ul style="list-style-type: none"> • iPhone & iPad Training. A 2-hour training in the basics of iOS, geared toward seniors <p>Goal is to have 6 more in 2023-24.</p>	Fall 2022, Spring 2022	Ongoing
Increase participation and marketing of Exploration Day	Admissions Limberg, Faculty, Garcia	Utilize a drone, social media, and scheduled Live Feed for increased publicity during the event. Created social media posts and created a flyer for Admissions to send/hand out to high school counselors.		Ongoing

Increase advertising—partner with advertising agency and increase use of analytics	Ruda, Limberg	<p>Contract with TV stations for a monthly schedule for increased digital advertising and increased television advertising with the new commercials in school year.</p> <p>We have increased our advertising budget and consolidated our digital advertising to one vendor to better utilize analytics. We have digital ads that run all fiscal year, as well as supplemental enrollment ad campaigns. We have multiple TV contracts, and we filmed a new commercial in October 2022 and another commercial is being filmed in October 2023</p>		Ongoing
Market benefits of dual credit classes	Limberg, Tucker, Garcia	<p>Update dual credit web page. The website has been updated. Marketing dual credit is an ongoing project.</p>	August 2019	Ongoing
Market benefits of the Promise Act	Limberg, Garcia, Kilgore	Increase marketing and use of the Promise Act scholarship within eligible GCCC Programs Standard postcard for marketing. Marketing will reach out to students who have completed Kansas Promise and feature in ads.		Ongoing
Digital assets in marketing efforts	Limberg	<p>Increase use of video advertising—get more video and photo footage for the archives.</p> <p>We have been taking more video footage which we use to create advertising videos and to have in our archives.</p>	Spring 2022	Ongoing
On campus degree completion	SEM/ Core Team 4 Terpstra	<p>Explore bachelor's and master's degree completion on GCCC campus. Add one bachelor's degree program. Business Administration with Newman University complete. Biotech and Behavioral Health Sciences with KU are complete. Continuing to look for others.</p>	Spring 2020	<p>BSW and MSW Fort Hays State University complete. Exploring possibilities in the Education pipeline - ongoing</p> <p>Conversations exploring opportunities. Ongoing.</p>

High School Educational Technology Onboarding	Online Services - Vicky Reyes, Jamie Durler, Adriana Figueroa	Visit High Schools on start day and make sure students get attached to their classes. We started with Garden City High school and have now worked with GCHS, Holcomb, Deerfield, Lakin... will continue each fall and spring semester. will use the mobile app to track attendance	September 1, 2023 Completed – Fall 23	Ongoing
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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 Accounting with FHSU. Opportunities for a high school and paraprofessional pathway.	VPI, Terpstra, Education Faculty	Four-year completion opportunities in Accounting with FHSU. Opportunities for a high school and paraprofessional pathway.	Initiated Fall 2021	Ongoing— Updated Completion Date to Fall 2024
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	Completed
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. Update: We have struggled to identify a software tool that allows GCCC to collect student transfer intent. This is now a part of the SEM goal 4 on strengthening relationships with four-year transfer. We are looking to Ready Education (Buster Biz app) as a way to implement this using a form we push to students multiple times per year.	Successfully implemented by Fall 2024	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	Jun 01, 2023	Completed

		ADRD. In addition, present a minimum of two community ADRD educational presentations by June 1, 2023		
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
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	Completed
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	Completed
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	Completed

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 colleagues. The goal is for at least 10 GCCC Staff and Faculty to attend the conference.	July 31, 2022	Complete: Institutional investment \$500 to support the regional conference. There were 5 registered GCCC attendees for the 2 day event.
GCCC Education Center of Southwest Kansas	Shelli Lalicker	Partnership between GCCC, FHSU, and local school districts to train teachers in Southwest Kansas to stay in Southwest Kansas. Increase the number of teacher applicants in Southwest Kansas to serve a void in the Southwest Kansas communities. The NOYCE grant was successful in placing 3 GCCC students in the STEM teaching field. One is currently teaching at GCHS, another will be graduating this spring and would like to teach ESL math at GCHS, the third started class this fall at FHSU. The grant offered over \$14,000 in scholarships each year and was renewable for a second year. A fourth future educator was also identified to participate in another program to increase the number of STEM teachers in rural communities. He was granted more than \$23,000 for a one-year program to obtain his teaching certificate. This program was developed specifically for students that held a STEM bachelor's degree. The NOYCE grant that aided students in attending FHSU has ended, but FHSU is currently in the process of applying for another grant that will be similar to the NOYCE grant.	August 1, 2023	Completed
KBOR OER steering committee participation 2023-24	Veronica Goosey	Participate in summer in-person steering committee meeting as GCCC representative; participate in monthly Zoom steering committee	May 15, 2024	Ongoing

		<p>meetings throughout Fall and Spring terms as GCCC representative in various sub-committees; represent GCCC as co-chair of KBOR OER steering committee; Attend all Summer, Fall, and Spring meetings of the KBOR OER steering committee; report each month to Jamie Durler and the Distance Ed committee.</p> <p>I continue to represent GCCC as co-chair of the KBOR OER steering committee and as a member of the Communications and High Enrollment System-Wide Transfer Course OER grant subcommittees. I participate in monthly meetings for the committees and bi-monthly meetings for the steering committee, reporting news to Jamie in her role as Director of Instructional Design and to the Distance Education committee since many online instructors especially benefit from use of OER. In January I will attend a summit of the Midwest Higher Education Compact to discuss adoption and use of Open Education Resources in our system.</p>		
CDL Partnership	Technical Education	Developed partnership with Seward County CC to bring their CDL program to GCCC to meet industry needs. Offer at least four classes per year at GCCC campus.	September 1, 2023	Completed and Ongoing

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
Instructional Services Book Study	Marc Malone	10 employees complete book study by May 15, 2023	May 15, 2023	Completed Successful--8 employees completed the study of "Dare to Lead" by Brene Brown

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
English Grade Norming	English (Seth Kristalyn)	Engage in department wide grade norming practices that include and involve full-time faculty, adjunct faculty, and outreach faculty. Hold one grade norming session per semester starting Spring 2023.	May 17, 2023	Ongoing
Nursing Mothers Room (s)	Human Resources, Facilities, Administrative Services	Create and designate two (2) Nursing Mothers Rooms on Campus. Two (2) Rooms will be created in the library and designated at Nursing Mothers Room(s) on Campus	August 1, 2023	Completed Fall 2023

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.	Completed

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			Completed
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	Completed
	Ruda, College Council	Develop a Governance manual that contains clear communication regarding purpose and mission of college committees. Process will also help streamline college committees. Document will serve as a training guide for current and future employees for how decision-making occurs at the college.	Spring 2022	Completed

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	Completed
Title III 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. Year two benchmarks completed successfully.	Aug 01, 2026	Ongoing
Establish and maintain reserve fund for non-covered insurance claims	Board of Trustees, and Administration	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
Employee recognition program	GCCC Leadership program	Developed plan to promote and acknowledge the great work and commitment displayed by employees through establishing the Bustin' Buster award. Weekly the award will rotate and be highlighted on campus and through social media to promote positive work culture and acknowledge the great work being accomplished by employees.	August 1, 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			Ongoing
Increase the number of security cameras in and on buildings	Lurtz, Dozier	Add additional cameras in key areas	As Needed	Ongoing
Electronic Distribution of Credit Balance Funds for Students	VPAS, Business Office	Implement electronic distribution of student refunds	Spring 2022 Went live on May 11, 2023	Completed
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 Went live January 2022	Completed
More Local and state testing/certificates	Garrier, VPSS, Dean	Expand testing room/technology	Fall 2023	Ongoing

STEM Success Center		Develop plan and construct an addition to FOUSE building which will house a STEM Success Center. Develop site plans, funding outline and construct building to transition GCCC to being the STEM Hub of Western Kansas through addition of facilities and new programs.	September 1, 2023	Completed
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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
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
	Communication- Stacey Carr,, 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
Zendesk	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. This initiative transitioned to Knowbe4, and we will be implementing portal in our new helpdesk (Zendesk) that will show IT updates, security, and recent phishing scams. I would say this is still ongoing.	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
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
Develop and implement a woman's intercollegiate golf program.	Mike Pilosof	Add women's golf to the sport offerings of GCCC to meet the needs of potential students that would like to compete in intercollegiate golf while receiving an education. The goal is to attract 6-8 students each year to fill out the roster. This addition will begin the fall 2021 semester as a "club sport" and continue in that classification until the next NJCAA declaration period begins in the fall of 2023. At that time it will be classified as a NJCAA Division 1 sport offering. This addition to the sport offerings will also help close the gap with being in compliance with our gender equity (Title IX) equation.	Fall 2023	Completed
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

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

Roll out 22-24 catalog project to include full review of all semester plans with special focus on transfer plans	VPI, 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
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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 at 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
Investigate scholarship bridges between GCCC and transfer programs	VPI, Deans	Contact four-year institutions with which current articulations exist to explore possible scholarship opportunities; compile list of scholarship bridges. KU ICCAE grant provides scholarships when students reach KU.	Fall 2022	Successfully partnered with KU ICCAE grant to link biotechnology and cybersecurity pathways between 2- and 4-year for minoritized students.

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
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
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 colleagues. The goal is for at least 10 GCCC Staff and Faculty to attend the conference.	Jul 31, 2022	Completed

PILLAR 2: INSTITUTIONAL PARTNERSHIPS
OBJECTIVE 2.2: INVOLVEMENT

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
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
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2022-2023

Report

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
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

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
Laptop initiative	VPAS, Lurtz, IT	Move more employees to laptop access to ensure institutional operations during periods of remote work.	Spring 2022	Completed

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

Network switch and firewall upgrade	Lurtz, IT		Spring 2022	Completed
	GC3 Media Program	Build a funding partnership with an industry partner. Receive new funds this year from an industry partner.	Oct 15, 2021	Completed
Implement single sign-on product	VPAS, Lurtz, IT	Implement OneLogin to streamline employee and student access to campus systems	Spring 2022	Completed