2023-2024

ANNUAL

STRATEGIC PLAN REPORT

October 8, 2024

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
Move to centralized advising model.	VPSS, Sydnee Claussen	In progress, will begin full implantation April 2025 and implement Fall 2025		In Progress
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
bUSters United Goals: 1. Implement programs and initiatives that actively involve students, employees, and community members in collaborative projects and events. 2. Conduct awareness campaigns and educational programs on key social well-being issues. 3. Create and promote continuous learning opportunities that encourage personal and professional growth	**bUSters United Committee**	1. Increase participation by 50% by Fall 2025 2. Reach 75% of organization's population by Fall 2025 3. Increase participation in training and development programs by 30% by Fall 2025	Fall 2025	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 Moving to new student success software July 2025 due to several technical barriers with Navigate	Spring 2023	Ongoing
To connect and engage prospective students to campus	**Purdy, 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. We are working with a SIG consultant to get this set up with training.	Fall 2024	In Progress
Completion – Technical Education study hall and tutoring sessions	**Chuck Pfeifer, Assistant Deans**	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	Completed
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 semesters to other organizations such as the Chamber of Commerce group.	May 15, 2024	Ongoing

		We are working with Finney Count on an auto apprenticeship and expect to have two apprentices in that program soon. Finney County is exploring apprenticeship opportunities in other programs. We are meeting with banks soon to discuss apprenticeship opportunities in our Business Administration program. We did present to the Chamber of Commerce group and presented to all tech ed advisory boards.		
Increase pathways for Accelerating Opportunity-Kansas (AO-K) Pathways transitioning GCCCA student to technical education programs.	**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 We have moved from 4 pathways to 7 pathways and are working on moving students into these pathways.	June 30, 2025	Ongoing

Increase number of students taking opportunity of Accelerating Opportunity-Kansas (AO-K) program, transitioning GCCCA student to technical education programs.	**Director of Adult Education, Dean Pfeifer**	Increase number of adult education students enrolled in an AO-K pathway from 7 in 2020 to 50 in 2024-25. In process.		Ongoing
Married Student Housing	**Tammy Tabor; Housing; Facilities**	Designating four married student housing units. 4 are ready to go for Fall 2023. One occupied as of 6/28/23 Available on an as needed basis by students.	Available for Fall 2023	Ongoing
International Club	**Cayla Thomlinson and Karlie Purdy**	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
Increase English as a Second Language Course Access	**ESL – Jeanie Ferguson**	Increase access to ESL courses by moving classes from 16 weeks to late-start 14 weeks to allow late arrivals and mis-placed students to transfer to ESL courses. Implement new course start times during the Fall 2024 semester.	May 10, 2024	Completed and ongoing

Initiative	Owners Lead in Bold	Description/Measures/Targets	Completion Date for Measure/Target	Status
		Fall 2024 ESL courses ENGL 101, ENGL 0983, and READ 092 were moved to Session 2. Courses began on September 3, 2024, at full capacity. The initiative was successful as evidenced by increased enrollment.		
Developed New Alumni Scholarship Program		Allocated funds for a new scholarship 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. We have an endowed account and institutional account awarded annually.	April 1, 202	Completed and 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. Per business department they have okay'd more than 25 students	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. 325 events logged 22-23; 688 events logged 23-24, Satisfactory completion of initiative.	Spring 2021	Completed and Ongoing
Develop Project 1919—a literary magazine on campus designed to provide an outlet for students to publish creative works.	**Seth Kristalyn**	Plan, layout, and publish the first edition of Project 1919 including art, fiction, poetry, and essays from both students and faculty. Work with print shop to determine best method for physical publication. Updated Description for May 2023: Solicit submissions and publish the first edition of Project 1919 including art, fiction, poetry, and essays from both students and faculty. Work with print shop to set up book binding machine. Acquire materials required to publish. 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. Updated submission form, ordered materials for this year, and are working on ways to increase submissions.	May 2022	Completed and Ongoing

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
English I Themes	**English (Seth Kristalyn and Sheena Hernandez)**	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.	December 14, 2023	Completed
English/BSAD Blended learning opportunity	**Sheena Hernandez, Susan Ortega**	Students in ENGL 01-07A and BSAD 130-01 will collaborate to complete a local business plan/initiative proposal. Communication will also be involved as students will then have to present their proposal in a 5–7-minute pitch for their final exam. Enrolled students will present their proposal/business plans in class to local stakeholders by the end of SP24.	End of Spring 2024	Completed and included Athletics

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 (Dean Pfeifer, Dean Terpstra)**	Core Curriculum group sends recommendations to C&I by May 2022. Faculty work on integrating recommendations during Fall 2023 and Spring 2024. Systemwide Gen. Ed. went live for Fall 2024	Fall 2024	Completed
Faculty as Tutors	**Sara McClure, Math and Science Faculty**	Increase tutoring services by utilizing faculty who are interested in working extra hours in the CLC. Increase tutoring hours by 12 hour per week across 10 offered courses.	December 2025	Ongoing

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. Hosting reverse transfer information event for students October 2024 and sent out information via BusterBiz app to target student who will have earned 15 or more credit hours at GCCC by end of Fall 2024 making them eligible for reverse transfer if they do transfer.		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
Program Review Revamp	**Phil Terpstra, Samantha Sanger, and Committee**	Revamping, improving, streamlining 5-year academic program review template and process. New template developed and implemented. This has been implemented for the 24-25 academic year.	August 1, 2024	Completed and ongoing

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; 6 total events 24-25	**VPIS, Deans, Chris Turpin**	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. o 2 sessions in Spring 2023 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. • iPhone & iPad Training. A 2-hour training in the basics of iOS, geared toward seniors Goal is to have 6 more in 2023-24.	Fall 2022, Spring 2022	Ongoing
Increase participation and marketing of Exploration Day	Admissions Limberg, Faculty, Purdy	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**	Contract with TV stations for a monthly schedule for increased digital advertising and increased television advertising with the new commercials in school year. 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	Spring 2024	Completed
Market benefits of dual credit classes	VPIS, Dean Pfeifer, Dean Terpstra, Dawn Tucker	Update dual credit web page. The website has been updated. Developed "Best Transfer Institution" booklet and "EDGE" flyer discussing funding opportunities for dual credit students. Visited GCHS and Scott City HS to discuss opportunities in person. As of Fall 2024 (9/17/24) high school enrollment is up 13.9% compared to census Fall 2023. Overall enrollment growth 9/17/24 is 7.6%.	August 2024	Ongoing
Market benefits of the Promise Act	Limberg, Purdy,	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.	Spring 2024	Completed
	Limberg	Increase use of video advertising—get more video and photo footage for the archives. We have been taking more video footage which we use to create advertising videos and to have in our archives.	Spring 2024	Completed

On campus degree completion	**SEM/ Core Team 4 Terpstra**	Explore bachelor's and master's degree completion on GCCC campus. Add one bachelor's degree program. Education, Business Administration with Newman University complete. Biotech and Behavioral Health Sciences with KU are complete. Pursuing opportunities with K-State Fall 2024. Developed partnership with Newman University for face-to-face degree completion in Business starting in fall 2023	Spring 2020	BSW and MSW Fort Hays State University complete. Exploring possibilities in the Education pipeline - ongoing Conversations exploring opportunities. Ongoing.
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 • Fall 2024 – 3 office visits to Garden City High School. {We reached out to other schools, but they did not request visits this year. The site coordinators and students were able to reach out by phone and through online@gcccks.edu.} • We made a concerted effort to track individuals this semester as well but are not immediately able to differentiate between high school and not high school students requesting support.	September 1, 2023 Completed – Fall 23	Completed and ongoing

2023-2024   Report

Page 13

		o As an overall picture, in the first three weeks of classes, from August 19 through September 7, we had 192 check-ins for students requesting technology set-up and support. These students either came to an event at the high school, stopped by our office or sent an e-mail to online@gcccks.edu for technology support. (That number does not include advising appointments, phone calls where we provide set-up support with students in other offices, or any Jumpstarts/Orientation presentations). We were not able to capture all visits, but we have implemented and improved overall tracking this Fall.		

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	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 | 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 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.
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 | May 15, 2024 | Ongoing |

		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.		
AI Institute (Trainings) at GCCC	**Jeanie Ferguson, AI Working Group members: Goosey, Carlson, Reyes, Saddler, Durler, Proctor, seeking members from IT and Tech Ed**	Form an AI training plan targeted at four groups: GCCC employees, regional K-12 faculty, area businesses, and summer camp enrollees. Successful development, marketing, enrollment, and delivery of AI workshops; a minimum of one training/workshop by the end of the academic year in May 2025.

Recruited additional people across campus to join the AI Working Group, increasing membership from 7 to 13 members; members met on 9.28.24. Accepted invitation to prepare an AI training session for SSS students in January 2025. Working with Title III Steering Committee to plan for K-12 faculty summer STEM camp | May 2025 | In progress |
| CDL Partnership | **Technical Education** | Developed a 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 Partnership | 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
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 2025	In Progress
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	Completed and ongoing
Quiet Rooms		Create and designate two (2) Nursing Mothers Rooms on Campus. Two (2) Rooms will be created in the library and designated as Nursing Mothers Rooms(s) on Campus	August 1, 2023	Completed and ongoing

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

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
Purchase and implement ZenDesk as the new help desk solution.	**IT, Facilities/Maintenance, PR, Samantha Sanger**	**ZenDesk program has been purchased and implemented**		**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, Jamie Durler**	Use NISOD and League for Innovation Awards to recognize exemplary faculty and staff achievement *NISOD Excellence Awards* • Through NISOD, the National Institute for Staff and Organizational Development. These awards celebrate individuals "who have demonstrated an outstanding commitment and contribution to students and colleagues." They were nominated by colleagues and then selected by a committee with cross-college representation. • Nominations were given in Spring 2024 , and awards were presented in the closing All Employee meeting. • 4 NISOD Winners: Gabe Winger, Julia Proctor, Jodie Tewell, Sydnee Claussen *League Excellence Awards:* • Through the League for Innovation in the Community College. These awards are focused on "celebrating		Completed and ongoing

		innovation in learning, teaching, staff development, and student success" and recognize those "in the community college field who have made a significant difference in the lives of students and in the communities their colleges serve." They were nominated by colleagues, and the selection was completed by College Cabinet. • Nominations were completed in Fall 2023, and awards were presented in the closing All Employee meeting. • 5 League Excellence Award Winners: Ron Carlson, Greg Greathouse, Colin Lamb, Janet Reed, Brandy Unruh		
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.	Spring 2025	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 2025	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 2025	Ongoing
Apply for TITLE III HSI STEM grant.	**Cabinet, Pfeifer**	Title III HSI STEM grant secured Fall 2021.	Fall 2026	Completed

Title III HSI STEM Project	Instructional Services, **Chuck Pfeifer**	**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**
Email Signature Management Solution	**Marketing, IT**	**Create a new email signature solution that is screen reader accessible and ensures consistency for all employees.** **Compliance with the new email signature format across all of campus.**	**November 1, 2024**	**In progress**

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**			Completed and Ongoing
Increase the number of security cameras in and on buildings	**Lurtz, Dozier**	Add additional cameras in key areas	As Needed	Ongoing
More Local and state testing/certificates	**Garrier, VPSS, Dean**	Expand testing room/technology The Testing Center now has 44 compliant workstations. Maintenance installed a permanent wall (replacing an accordion divider), soundproofing it as well as the ceilings of both testing rooms. Steelcase workstations replaced tables and cardboard dividers in SCSC room 2023. This update also included one accommodated workstation per room. These oversized workstations are easily accessible at the front of each room and contain adjustable pneumatic tables. The accommodated workstations are designed to allow space for a	Fall 2023	Ongoing

| | | service animal, wheelchair, and are large enough should a scribe and/or reader be required.

This year budget approval has been given to acquire a compliant camera system and to replace outdated computers.

The Testing Center became an approved testing site for the Kansas Board of Cosmetology and 105 candidates were tested through mid-2023. The department also assumed testing for Certified Nurse Aide/Home Health Aide/Medication Aide candidates and administered 208 tests during the same time period. The department was recently contacted by the Kansas Board of Barbering and steps are now being taken to become an approved testing site for them. | | |

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, Endowment Position**	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
Information Security Campaign (Knowbe4)	**IT, Matt Stockemer, Lance Miller,**	Create an Online Portal for IT Updates, Security, and Phishing Scams. Knowbe4 campaigns are	Fall 2025	Completed and Ongoing

		active. For 24-25 adding an additional cybersecurity training schedule for 24-25 year.		
Improve efficiency of online faculty onboarding and minimum course standard evaluation.	**Vicky Reyes, Jamie Durler, Adriana Figueroa**	Create a PDF Document with links and a checklist guiding faculty through getting their online courses ready before each semester. Review the status of each course before the start of classes and compare it to previous semesters. Status would include (Needs to be published, Ready, follow up Checklist, Incomplete, Cancel/might cancel). PDFs were created as well as laminated bookmarks with a checklist.	May 10, 2024	Completed and ongoing
GCCC Website	**Marketing, IT**	Redesign the existing GCCC website and update all pages to provide a modern aesthetic with accurate information, enhancing the experience for both prospective and current students as well as the community. Hire a Web Designer then begin the 12-month overhaul process to ensure all aspects of the website are reviewed and updated before official launch.	June 1, 2026	In progress

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

2023-2024   Report

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
Implement Acalog catalog product	**Instructional Services, Registrar, Stephanie Knight**	Transition from PDF catalog product to fully-online catalog product. Allows for the inclusion of more robust program information (articulation agreements, live course links, etc.) in an environment that meets accessibility requirements.	Fall 2024	Completed Summer 2024

Launch an Electrical program of study	**Instructional Services, Marc Malone, Chuck Pfeifer**	Write and apply for GCCC BOT, KBOR, HLC, and DOE approval for a certificate and two-year degree option in Electrical as a part of GCCC's support of industry partners such as Southwest Kansas Builder's Association	Program approved for offer by Fall 2025	In Progress
Expand offerings in the Construction Technology program of study	**Instructional Services, Marc Malone, Chuck Pfeifer**	Write and apply for GCCC BOT, KBOR, HLC, and DOE approval to expand our CNTR program for a Certificate A to a full, two-year AAS option as part of GCCC's support of industry partners such as Southwest Kansas Builder's Association	Program approved for offer by Fall 2025	In Progress
Rework the Industrial Machine Mechanic program offering to include a Certificate A	**Instructional Services, Marc Malone, Chuck Pfeifer**	Write and apply for KBOR approval to modify existing Industrial Machine Mechanic program based on the upcoming KBOR program re-alignment. This supports adding an Excel in CTE pipeline for high school students.	Excel in CTE pipeline for high school students available by Fall 2025	In Progress
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**	1) Institute an OER working group reporting to the Office of Online Learning and Instructional Design. 2) Plan institutional OER initiatives in compliance with the GCCC strategic plan. 3) Increase faculty and instructional employees' knowledge of and interest in OER through professional development and training in the use of open licensing. 4) Increase instructional use of OER textbooks and learning materials through early-adopters, promotional events, and training. 5) Encourage faculty adaptation of OER through access to OER repositories and training. 6) Encourage faculty creation of OER through access to OER platforms, grants, and training. Institute the working group and hold regular meetings throughout the FA 22 term. Implement at least one professional development or training opportunity for instructional employees during the FA22 term.	Dec 15, 2022	Completed 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 disciplionary 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.

2023-2024   Report

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
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
Student Chosen Name	Linda Hill, Datacore Committee	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.	May 14, 2024	Completed

PILLAR 1:   STUDENT SUCCESS
OBJECTIVE 1.2:   ENGAGEMENT

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
Increase advisor training/professional development opportunities	VPI, VPSS, Tabor, Wenzel	Advisor Module in Canvas	Summer 2020	Complete Summer 2020
Recruit advisors to teach career success courses in their area	VPI, Pfeiffer Terpstra	Bring You're a Game Training on campus.	November 2019	Complete Fall 2019

Initiative	Owners Lead in Bold	Description/Measures/Targets	Completion Date for Measure/Target	Status
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	VPIS, Instructional Deans, Sam Sanger	Roll out 22-24 catalog project to include full review of all semester plans with special focus on transfer plans	February 2022	Completed

PILLAR 2:   INSTITUTIONAL PARTNERSHIPS
OBJECTIVE 2.1:   AWARENESS

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
Develop partial pay internships with local businesses	**VPI, Deans**	Develop at least one paid internship with local industry partners.	July 2019	Complete 2018-2019 Burtis Motors
Investigate the possibility of job shadowing at local businesses	VPI, Deans	Accelecare Apprenticeship		Complete
2.1.2.1 Investigate service needs through the Chamber of Commerce and Finney County Development Board	**VPI, Deans**	Partner with Nicole Hahn from Finney County Economic Development Corporation to enhance service area needs assessment. Assessment of needs ongoing.	Summer 2019	Complete 2018-2019
Investigate possible contract programs for local business (quality management, customer service, conflict resolution, etc.)	**VPI, Deans**	Forklift for area industry. Implement Tyson training for GED/ESL. Train 100 employees in GED/ESL.	Spring 2019 Fall 2019	Complete 2018-2019 Complete 2018-2019
Move the Fort Hays State University Transfer Center on campus	**President, Cabinet**	Renovate a space it the Saffel Library to house the FHSU Transfer Center	Summer 2021	Completed
Increase participation and marketing of Exploration Day	Salazar, Faculty, Miller	Increase marketing in Exploration day by starting a new annual practice of sending "Save the date" cards for early notification about the event.	May 2019	Complete 2018-2019

Increase recruiting at area high schools	Tabor, Haar, Miller	Visit service area high schools at least twice a semester to visit with staff about concurrent options.	May 2019	Complete 2018-2019
Increase participation and marketing of enrollment day	Salazar, Faculty	Plan, design, and distribute audience targeted social media and print advertisements for enrollment days.	May through June 2019	Complete 2018-2019
Increase advertising	**Ruda,** Salazar	Arrange for online, fire science, and cosmetology commercial shoots for advertising.	June 2019	Complete 2018-2019
Market benefits of dual credit classes	**Salazar, Haar, Miller**	Create and distribute marketing flyers for service area schools and non-service area schools. Rebrand dual credit.	December 2018 December 2018	Complete 2018-2019 Complete 2018-2019
Actively submit more courses for transfer consideration	**VPI, Deans**	Add three new courses to system wide transfer list.	Spring 2019	Complete 2018-2019
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
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

ACL Alzheimer's Grant	**Allied Health, Glenda Owens**	GCCC- Allied Health will support community care & awareness for ADRD (Alzheimer's Disease & Related Dementia) by completing the training for Care Ecosystem Model, providing IT Support for a minimum of two community members who are either diagnosed with ADRD or a care provider for ADRD. In addition, present a minimum of two community ADRD educational presentations by June 1, 2023	Jun 01, 2023	Completed
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

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

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
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
Develop Industry Training courses in Industrial Machine Mechanic with Tyson	VPI, Pfeifer, French	Weekly industry training courses offered on-campus for Tyson employees.	Spring 2021	Complete

PILLAR 2: INSTITUTIONAL PARTNERSHIPS
OBJECTIVE 2.2: INVOLVEMENT

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
Identify teachers in local ISDs qualified for teaching dual credit	**VPI, Terpstra**, Haar	Semi-annually visit with service area high school administration to identify qualified teachers	May 2019	Complete 2018-2019 Implemented as a process
Create training programs that ensure rigor	**VPI, Terpstra,** Haar	Create training for Fall 2019 adjunct in-service	July 2019	Complete 2018-2019
Implement systematic training for rigor and consistency	**VPI, Terpstra,** Haar	Implement training at Fall 2019 adjunct in-service	Aug 2019	Completed 2018-2019
Implement site visits, mentoring and a liaison	**VPI, Terpstra,** Haar	Visit service area sites monthly Assign mentor and liaisons to all dual-credit faculty	Site visits-Sept 2018 Mentors and liaisons-Aug 2018	Complete 2018-2019 Implemented as a process

Implement common textbooks, finals, syllabi, and SLOs	VPI, Terpstra, Haar	Common textbooks with dual credit classes Common Syllabi & SLO's with dual credit classes Initiate department discussions about common finals	Aug 2019 May 2019	Complete 2018-2019 Complete 2018-2019
Encourage dual credit with skills-based classes that meet community needs	VPI, Terpstra, Tucker, Pfeifer	Develop two new tech classes to be offered dual credit.	Courses initiated in Fall 2020;	Complete Welding expanded; nail tech offered on campus to high school students; carpentry classes offered on campus to high school students.

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

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
Increase funding to Faculty Senate for professional development	Ruda, VPI	Increased by $4,000.00 in 2018-19	FY 2019	Complete 2018-2019 Allocated additional 25% funding
Increase on-campus trainings for faculty	Ruda, VPI, HR	NISOD, at least one per year for all Faculty.	Spring 2019 Fall 2019	Complete 2018-2019 Completed 2018-2019
Implement mandatory and regular trainings for college employees	VPAS, HR	Use SafeColleges to push out regular and mandatory trainings—Looking for a 90% completion rate	Fall 2021	Complete

Increase Faculty Senate input into decision process for training	**Ruda, VPI, VPAS, HR**	Monthly meetings with faculty senate and President	Continuous	Complete
Implement mentoring to facilitate onboarding process for new faculty	**Ruda, VPI, VPAS, HR**	New mentoring implemented.	Fall 2018	Complete 2018-2019
Make job descriptions available internally	**VPAS, HR**	As a part of the review process, HR is working with all Directors/supervisors to have access to position job descriptions within their departments. Job descriptions are maintained through an electronic platform, Compease. Human Resources will work with IT to place all updated job descriptions on the Human Resources Portal.	Spring 2019 Fall 2019	Complete Completed
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	
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
Quiet Rooms	**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
Investigate ways to increase Mary Jo William's, bridges, and LSAMP grants	**Ruda,** Endowment			Completed
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 &**	Raise funding for expansion of John Deere facility to increase student capacity in the program	Spring 2023	Completed

Initiative	Owners Lead in Bold	Description/Measures/Targets	Completion Date for Measure/Target	Status
	Workforce Development			
Establish and maintain reserve fund for non-covered insurance claims	**Board of Trustees, and Admin-istration**	Added requirement to Financial Conditions Policy Governance. CFO defines and creates fund, reports annually. Adequate reserves (defined by Administration) accumulated in 2 years	Jun 10, 2022	Completed and Ongoing
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
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

Initiative	Owners Lead in Bold	Description/ Measures/Targets	Completion Date for Measure/Target	Status
Laptop initiative		Move more employees to laptop access to ensure institutional operations during periods of remote work.	Spring 2022	Completed
Electronic Distribution of Credit Balance Funds for Students	**VPAS, Business Office**	Implement electronic distribution of student refunds	Spring 2022 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
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

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	Fall 2020	Phase 1 and 2 Complete

		doors have access controls to ensure ability to lock down campus quickly.		
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 Implement OneLogin to streamline employee and student access to campus systems	Spring 2022	Completed