



Gaston College
Opportunities For Life

Strategic Planning Process 2019 - 2024

PRESENTATION TO FACULTY & STAFF
OCTOBER 3, 2018

**“SOMEONE'S SITTING IN THE SHADE TODAY
BECAUSE SOMEONE PLANTED A TREE A LONG TIME AGO.”**
— WARREN BUFFETT

What is Strategic Planning?

“A formal process of determining *what* the college intends to be or do in the future and *how* it will get there, based on an optimal alignment of the College’s strengths with key opportunity drivers in the external environment.”

IT IS FINDING THE BEST FUTURE AND THE BEST PATH TO REACH THAT DESTINATION

Planning to plan . . .

March 2018

- Strategic Planning approved as a Presidential Priority by the Board of Trustees for 2018-2019

April / May

- Strategic Planning consultants were researched based upon the following criteria
 1. Demonstrated planning experience
 2. Familiarity with community economic development needs
 3. Understanding of higher education & specifically community colleges
- Ten firms were contacted in the spring and invited to submit proposals

June / July

- Six proposals were evaluated by the Executive Council
- The Gaston College Foundation agreed at its July 2018 board meeting to bear the expense associated with this process

August

- Two firms were interviewed on-site by the Executive Council and Ms. Jennifer Davis, board of trustee member and appointee to the Strategic Planning Leadership Committee

September

- Paulien & Associates, headquartered in Denver, CO, was selected as the best fit and a contract was signed

Paulien & Associates

“A LEADER IN CAMPUS PLANNING”

Paulien provides expertise in campus planning to educational institutions nationally and internationally. Recognized for their objective analysis and forecasts, they help higher education institutions and other academic organizations prepare for tomorrow's short and long-range challenges.

Their services include:

- Facilities Planning
- Academic Administration
- Project Management
- Technology Studies
- Architectural Design

A Sampling of Strategic Planning Projects Conducted

Central Piedmont Community College

Community College of Rhode Island

Dallas County Community College District – MVC

Pima Community College

Laramie County Community College

University of Colorado South Denver

Arapahoe Community College

The Role of our Consultants

“THIS IS YOUR PLAN – WE ARE FACILITATORS OF THE PROCESS”

- Bring objectivity to the process
- Bring a base of knowledge grounded in integrated planning research
- Provide a data rich, research-based methodology
- Push for organizations to think outside of the box – challenge traditional thinking
- Ensure that everyone has a chance to have a voice in the process and to keep moving it forward



Frank Markley, Ph.D.

- First Generation college student
- Valencia Community College graduate
- Past community college faculty member
- Ph.D. dissertation in community college planning
- 13 years in executive leadership, including an interim presidency
- 16 years in community college planning
- Has worked with over 220 community colleges



Marty Mahler, Ph.D.

- 7 years as a college administrator
- 20+ years consulting in high schools, 2 & 4 year colleges, business & industry, and departments of education
- Areas of focus include:
 - ✓ economic development
 - ✓ workforce development
 - ✓ facility design
 - ✓ curriculum design
 - ✓ faculty development
 - ✓ career & technical education pathways

Process Leadership

Leadership Committee – Decision Making

Executive Council and Board of Trustee representation

Strategic Planning Committee – Advisory

Every academic and business unit is represented as well as the Board of Trustees, Foundation Board, and Student Government Association

Day-to-Day Liaison – Coordination

Development / Foundation Office

Strategic Planning Committee

Advisors to the consulting team

Serve as ambassadors for the process

Represent their constituents – charged with keeping them informed

Attend open forums and assist consultants in the process

Seek input from constituent groups between consultant campus visits

Be objective – consider what is best to move the College forward

SPC Members:

Accounting Services – ***Bruce Cole***
Admissions & Counseling – ***Tanisha Williams***
Arts & Sciences – ***Dr. Melissa Armstrong***
Basic Law Enforcement Training – ***Dennis Crosby***
Bookstore/Vending – ***Charles Wilson***
Business & Information Technology – ***Shane Kelledy***
Campus Security – ***Billy Lytton***
Continuing Education/Business & Industry – ***Gail Hoyle***
Development – ***Luke Upchurch***
Educational Partnerships – ***Cassey Wright***
Emergency Medical Services Education – ***Carrie Gillilan***
Engineering & Industrial Technologies – ***Dr. George Hendricks***
Faculty Senate – ***Jeremy Railton***
Financial Aid & Veterans Services – ***Ungina Perkins***
Fire Technology – ***Ann Davis***
Health & Human Services – ***Kim Warwick***
Human Resources – ***Carol Denton***

Kimbrell Campus – ***Dr. Heather Woodson***
Learning, Persistence & Completion – ***Jessica O'Quinn***
Libraries – ***Calvin Craig***
Life Skills – ***Becky McLain***
Lincoln Campus – ***Dr. John McHugh***
Marketing/Public Relations – ***Stephanie Michael-Pickett***
Plant Operations – ***Russell Smyre***
Small Business Center – ***Brad Rivers***
Staff Senate – ***Sherry Carpenter***
Student Registration & Records – ***Anthony Pruitt***
Student Activities – ***Renita Johnson***
Student Government Association – ***Victoria Browne***
Technology Services – ***Savonne McNeill***
Textile Technology Center – ***Sam Buff***
WSGE Radio – ***Cathis Hall***
Board of Trustees – ***Jim Ragan & James Smith***
Foundation Board – TBD

Stakeholder Engagement

Faculty & Staff

Open forums and online activities

Alumni, Community, Business Leaders and Leadership Boards

Scheduled events and online activities

Students

Open forums

Online feedback form is open throughout the process for everyone.

Planning Overview for Gaston College

Step 1 GAP & SWOT-C Analysis (October)

- Internal Analysis – Enrollment, Programs, Retention, Faculty Ratios, Distance Learning
- External Analysis – Population Projections, Labor Force Trends, High School Projections, Competition, Higher Education Trends

Step 2 Strategic Issues, Directions & Visioning (November)

- Identify what strategic issues may be holding us back – focus on issues, not answers
- Identify what strategic direction may propel the institution forward toward our intended goal

Step 3 Vision, Mission & Core Values (December)

- Vision – Where you want to be
- Mission – How will you get there? Mission defines purpose
- Values – The foundation of the institution, roots and internal compass, act as guiding principles

Step 4 Goals and Key Performance Indicators (January)

- Limit goals to a handful, provide concise explanation of each, clarify how to accomplish each, explain why each goal matters, provide steps to measure progress, set specific future targets
- Set metrics that can be used to evaluate goal strategies that are crucial for future institutional success as defined by strategic plan

Process for each step . . .

Consultant provides relevant research, background materials before each campus visit

Campus visits include:

Time with the SPC to review outcomes, seek advice and clarification, and coordinate planned activities

Time with the LC to review outcomes, seek decisions on data and key outcomes, and provide process guidance

Open forums are facilitated by consultants on each campus with key constituencies

Process continued . . .

Consultants meet with Leadership Committee to debrief, seek clarification and plan next steps

All presentations and results are placed on strategic planning webpage at www.gastoncollegefoundation.org/strategic-planning/

Final Step

In January 2019, our consultants will meet with the Board of Trustees at their annual retreat to present findings, gain insights and seek guidance before the final plan is drafted for **approval in March 2019**

We need you to help shape Gaston College's 2019-2024 Strategic Plan

Faculty and Staff are invited to meet with planning consultants Dr. Frank Markley & Dr. Marty Mahler to explore what makes us #GCProud as well as what our institution can be doing better to empower students for success.

Wednesday, October 10, 2018

Lincoln Campus – 10:00 – 11:30 a.m. in the Cochrane Science Building, Room 117

Dallas Campus – 1:30 – 3:00 p.m. in the Robinson Classroom Building, Room 126

Kimbrell Campus – 4:00 – 5:30 p.m. in the Kimbrell Classroom Building, Room 115

Additional information can be found at www.gastoncollegefoundation.org/strategic-planning/

Please plan to participate in our open forums.
Your voice is important!

(If for no other reason, come for the cookies!)



**Thank you in advance for your
participation and commitment!**

Questions?

JULIA ALLEN, CHIEF DEVELOPMENT OFFICER

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