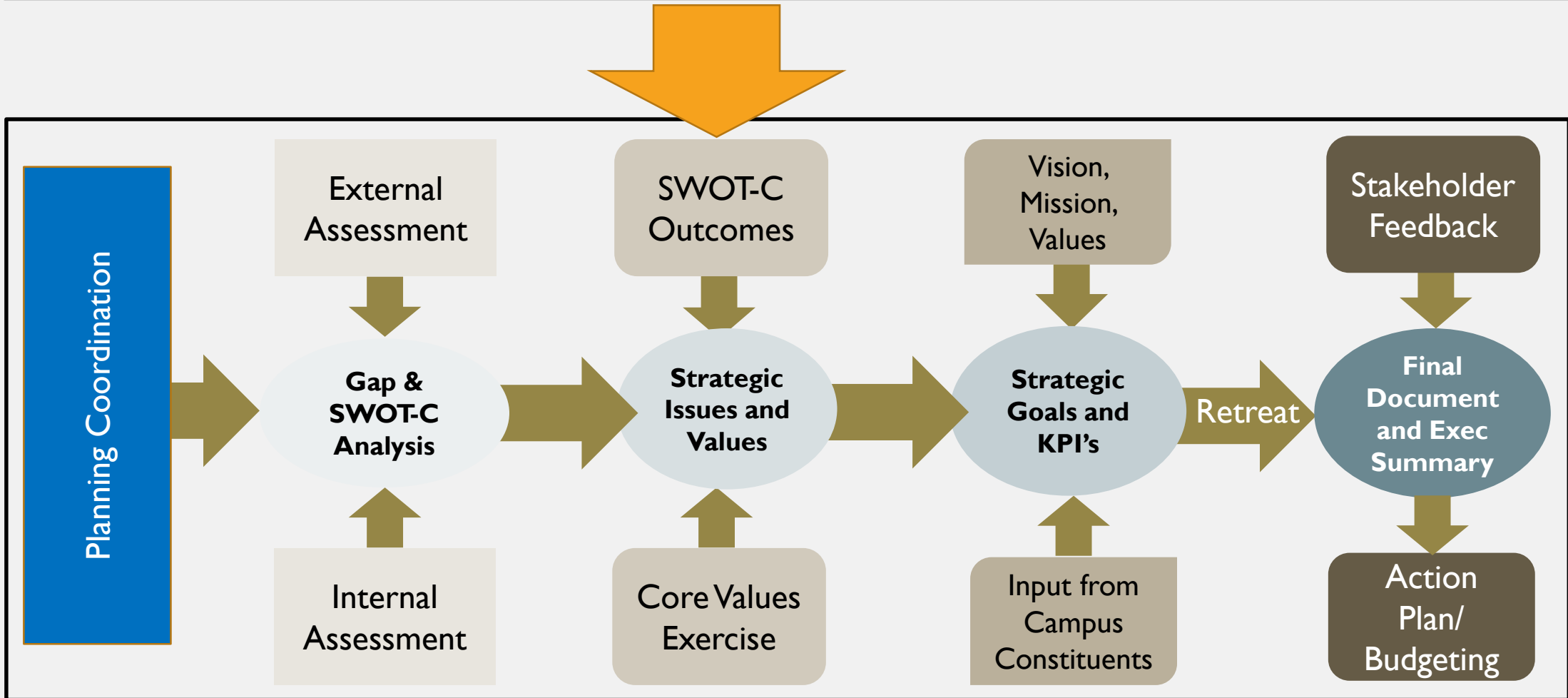


STRATEGIC PLANNING
FORUM NUMBER TWO

Gaston College

November 13-14, 2018

GASTON COLLEGE STRATEGIC PLANNING PROCESS



INSTITUTIONAL VALUES

Gaston College

Strategic Planning Forum Number Two

CORE VALUES IN ACTION

At ICC we have principles and ideals that guide our daily actions. Identified by staff and students, we call these our Core Values. These values reflect the mission, purpose, philosophy, and beliefs of Illinois Central College. In many cases, our personal values will be consistent with ICC's Core Values. Living the Core Values helps ICC to succeed in its mission.



“If ICC truly lives by its core values, this will be communicated to prospective students. When students detect a shared sense of purpose in the way ICC interacts with them, the College will be perceived as far more authentic and caring.”

GASTON VALUES

VALUES

- Students
- Excellence
- Accessibility
- Employees
- Responsibility
- Ethical Behavior
- Public Trust
- Communities
- Cooperation and Partnerships
- Diversity
- Our College

Values can be defined as those things that are important to or valued by someone or an organization.

Values are also what Gaston College judges to be right or wrong, individually and/or organizationally.

- Types of values include ethical/moral values, doctrinal/ideological (political, religious) values, social values, and aesthetic values.

ETHICAL PRINCIPLES

- Integrity
- Competence
- Equality and Acceptance
- Honor and Trust
- Privacy

Ethical principles provide generalized frameworks that may be employed in the resolution of ethical dilemmas. These principles can be applied to our interpersonal relationships as well as to our professional lives.

Values determine what is right and what is wrong, and doing what is right or wrong is what is defined as ethics.

INSTITUTIONAL VALUES EXERCISE



Take **4 to 5 minutes** to jot down a few notes about something or someone that made you feel proud to be part of the Gaston College family. It could be something you did for a student or employee or a response you received from another employee, student or community member.

Proudest!
MOMENT!

Briefly take turns sharing your Proud Moment story with others at your table. Listen intently to others in your group. You will have **10 minutes** for this activity.

VALUES EXERCISE

Take **5 minutes** to conduct a review of each Gaston College institutional value based on **how well you believe each institutional value is routinely enacted at the College.**

At your table, briefly discuss which institutional values are collectively highest. Which are lowest and why? Note your answers on the handout.

GASTON COLLEGE VALUES

Students

Excellence

Accessibility

Employees

Responsibility

Ethical Behavior

Public Trust

Communities

Cooperation and Partnerships

Diversity

Our College

Rating Scale:

5 = Highly Enacted

4 = Enacted

3 = Neutral

2 = Somewhat Enacted

1 = Not at all Enacted

The logo features the words "Vision", "Mission", and "& Values" stacked vertically in a blue, sans-serif font. The ampersand is significantly larger and more stylized than the other text elements.

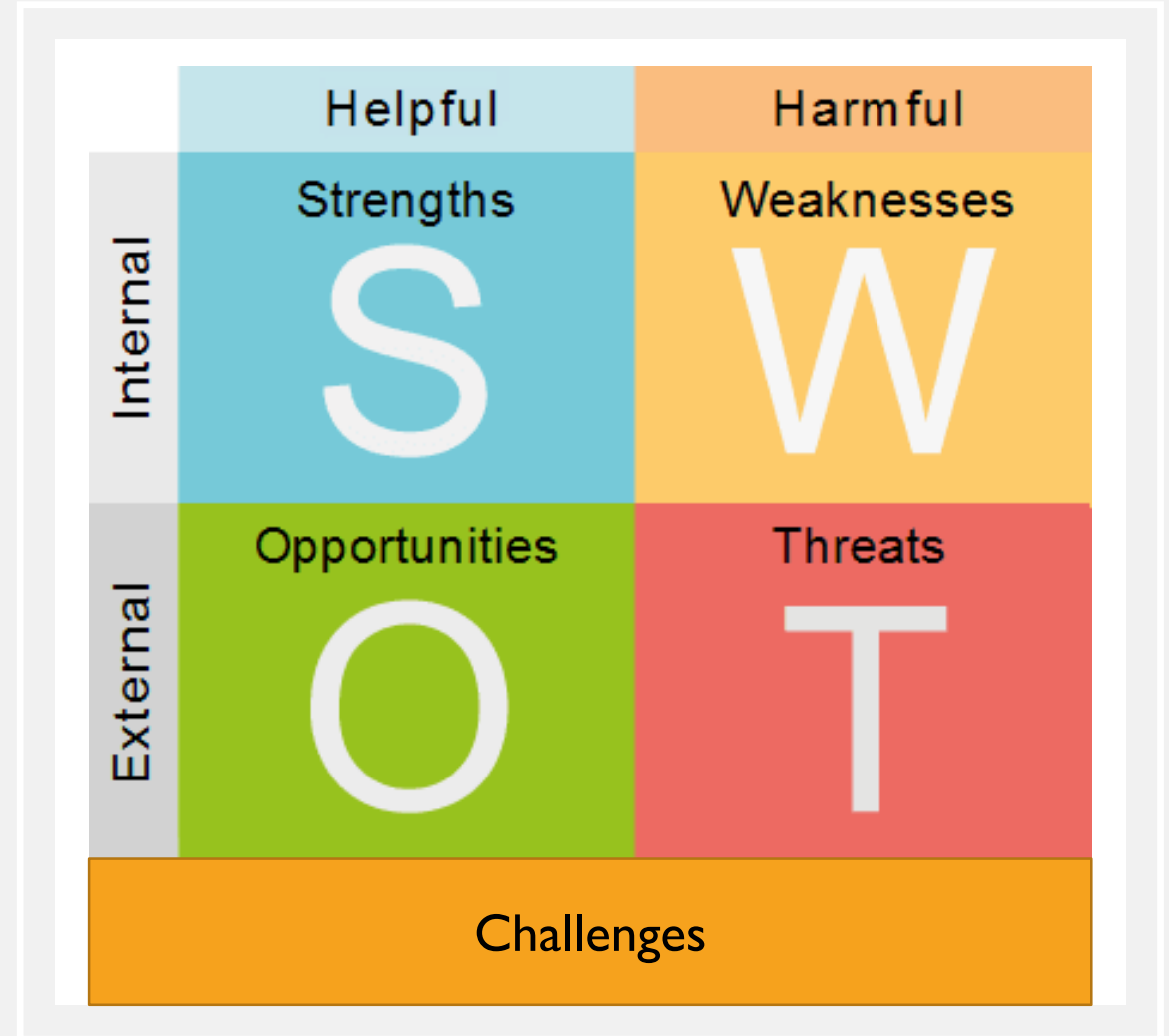
SWOT OUTCOMES AND THEMES

Gaston College

Strategic Planning Forum Number Two

SWOT-C ANALYSIS

- **S**trengths are defined as skills, competencies, capabilities, competitive advantages, or resources for which the college can draw in selecting its future direction of action.
- **W**eaknesses are defined as the lack of skills, competencies, capabilities, or resources needed by the college to function effectively.
- **O**pportunities are situations in the environment (local, state and national) from which the college can benefit if certain actions are taken
- **T**hreats are situations in the environment which give rise to potentially harmful events and outcomes if action is not taken in the immediate future.
- **C**hallenges refers to those pressures that exert a decisive influence on an institution's likelihood of future success



Challenges will be addressed in December open forums

INSTITUTIONAL SWOT OVERVIEW

- 105 participants from open forums and 90 participants online, including 51 students.
- Responses from SWOT-C exercises (including online) were placed into categories or themes
- Some responses were condensed, but language was not edited

Summary Outcomes:

- **Strengths:** 12 Themes, Greatest Strengths: Quality faculty and programs, community support
- **Weaknesses:** 11 Themes, Greatest Weaknesses: Lack of student spaces/activities, Marketing/Communication, Organizational Effectiveness
- **Opportunities:** 7 Themes, Greatest Opportunities: Student engagement, New programs, Outreach and new markets
- **Threats:** 7 Themes, Greatest Threats: Competition / Regulations / Funding / Public Perceptions

LINCOLN CAMPUS SWOT OVERVIEW

- Seven participants from open forums

Strengths

- Preparing students for licensure and transfer, Adapting to changes, Affordability, Qualified and caring faculty, Centrally located campuses, Extra available financial resources, Facilities have room for growth

Weaknesses

- Students not prepared from high school, lack of placement tests for science and math, students don't want 8 am to 5 pm, collaboration between high school and college, marketing/advertising of college programs, data lacking regarding new program opportunities, application process, FAFSA process.

Opportunities

- Accredited food service programs and certifications, CCP programs, increase in home schooling

Threats

- For-profit colleges, online courses from other schools, too many regulations (can't move fast enough to respond to community)

KIMBRELL CAMPUS SWOT OVERVIEW

- Five participants from open forums

Strengths

- Great location, close to Mecklenburg County, small business is located here, facility usage, Programs are unique, CCP course offered.

Weaknesses

- Lack of enrollment, community awareness, community involvement, lack of resources, less classes offered than in past, less continuing education, administration is not always visible

Opportunities

- Business development, community college vs 4-year, local high school relationships, online, Saturday classes, marketing for Kimbrell Campus, consolidation of community colleges under one umbrella

Threats

- Employees moving back to Dallas Campus, FTE and funding reductions, out of sight-out of mind, can't find skills to fill jobs

SWOT-C REVIEW

10 MINUTES

- Take a few minutes to review themes and responses.
- Do the responses adequately represent conditions at Gaston College?
- Are any themes improperly labeled?
- What are the most surprising responses?



STRATEGIC ISSUES

Gaston College

Strategic Planning Forum Number Two

STRATEGIC ISSUES

A strategic issue can be defined as a fundamental question or challenge affecting the institution's:

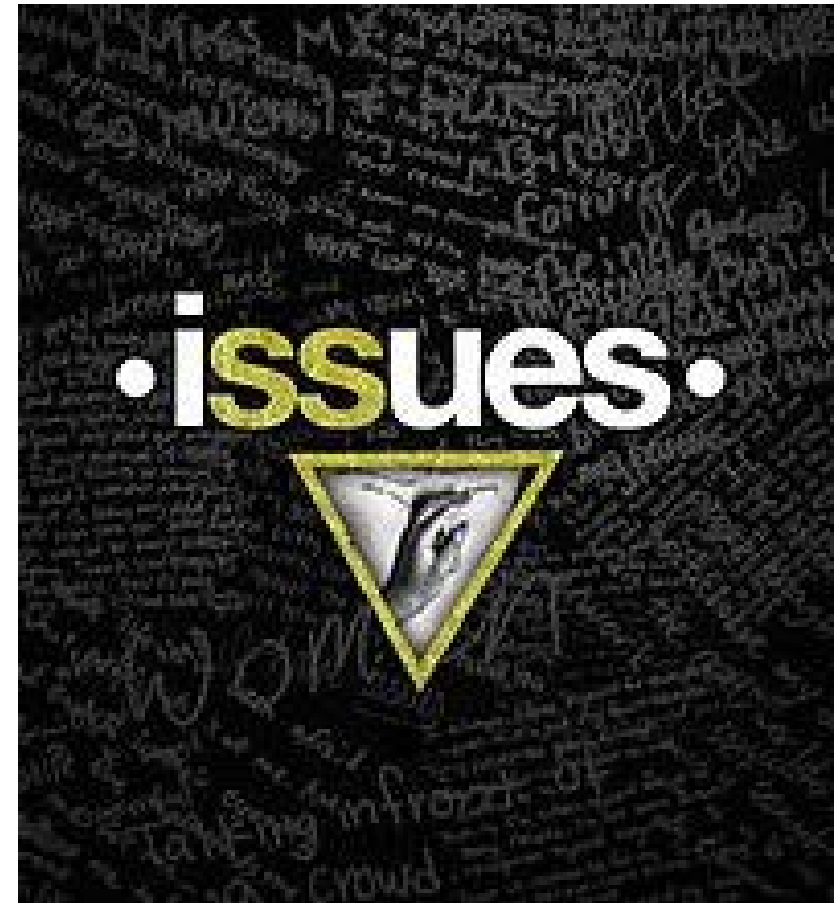
Vision mission, and core values

Resources and programs

Financing, organizational structure, or management

Service levels and processes

Strategic issues can also be defined as questions an institution must confront in order to succeed.



STRATEGIC ISSUES

Identifying strategic issues is the crux of the strategic planning process.

There are several benefits derived from this critical step in the planning process:

1. Attention is focused on issues that are strategically important and away from the day-to-day operations
2. Attention is focused on issues, not answers.
3. Institutions are more concerned with developing solutions to problems without any clarity about what the problems/issues are.
4. The “solutions” part of the process (strategic goals) is the next step in the process.
5. Strategic issues identification provides useful clues about how to resolve some



STRATEGIC ISSUES DEVELOPMENT

Two Questions in Developing Strategic Issues

What is the issue?

Phrase the issue as a question.

CHECK: Is it something that Gaston College can do something about?

CHECK: Does issue have more than one solution?

2) Note which SWOT-C themes make the issue strategic.



STRATEGIC ISSUES EXAMPLE

MVC:DALLAS COUNTY COMMUNITY COLLEGE DISTRICT

Strategic issues are those issues that must be resolved if the College is to achieve its mission.

Strategic Issue One

What curricular and new program priorities will best position the College to capitalize on changes in occupational demand and community demographics while ensuring sufficient revenue or enrollment to support the enterprise?

SWOT-C Themes

Programs/ Occupational Demand, Growth / Revival / Demographic Changes, Competition, Students, CTE and Workforce Programs

Strategic Issue Two

There are many issues that stand in the way of MVC students' successfully completing their academic goals. How do we build pathways that remove barriers to college and create connections that raise personal aspirations of students and enable them to complete their certificates and degrees?

SWOT-C Themes

Completion, College Readiness, High Schools / College Readiness, Dual Credit, Students, Learning Outcomes

STRATEGIC ISSUES EXERCISE – 40 MINUTES

- **In small groups:**
- Based on the information from SWOT analysis and your experience working at Gaston College:
 - Develop a list of 5 to 7 Strategic Issues with others in your group. **Use handout to record responses.**
 - Review SWOT themes to confirm or build your strategic issues.
 - CHECK! Is the issue truly STRATEGIC?
- List on the handout the SWOT themes that makes the issue strategic.

STRATEGIC ISSUES DEBRIEFING

Designate a spokesperson.

When selected , describe a Strategic Issue, as developed by your group

Describe what SWOT-C themes were used



WRAP UP AND NEXT STEPS

Gaston College

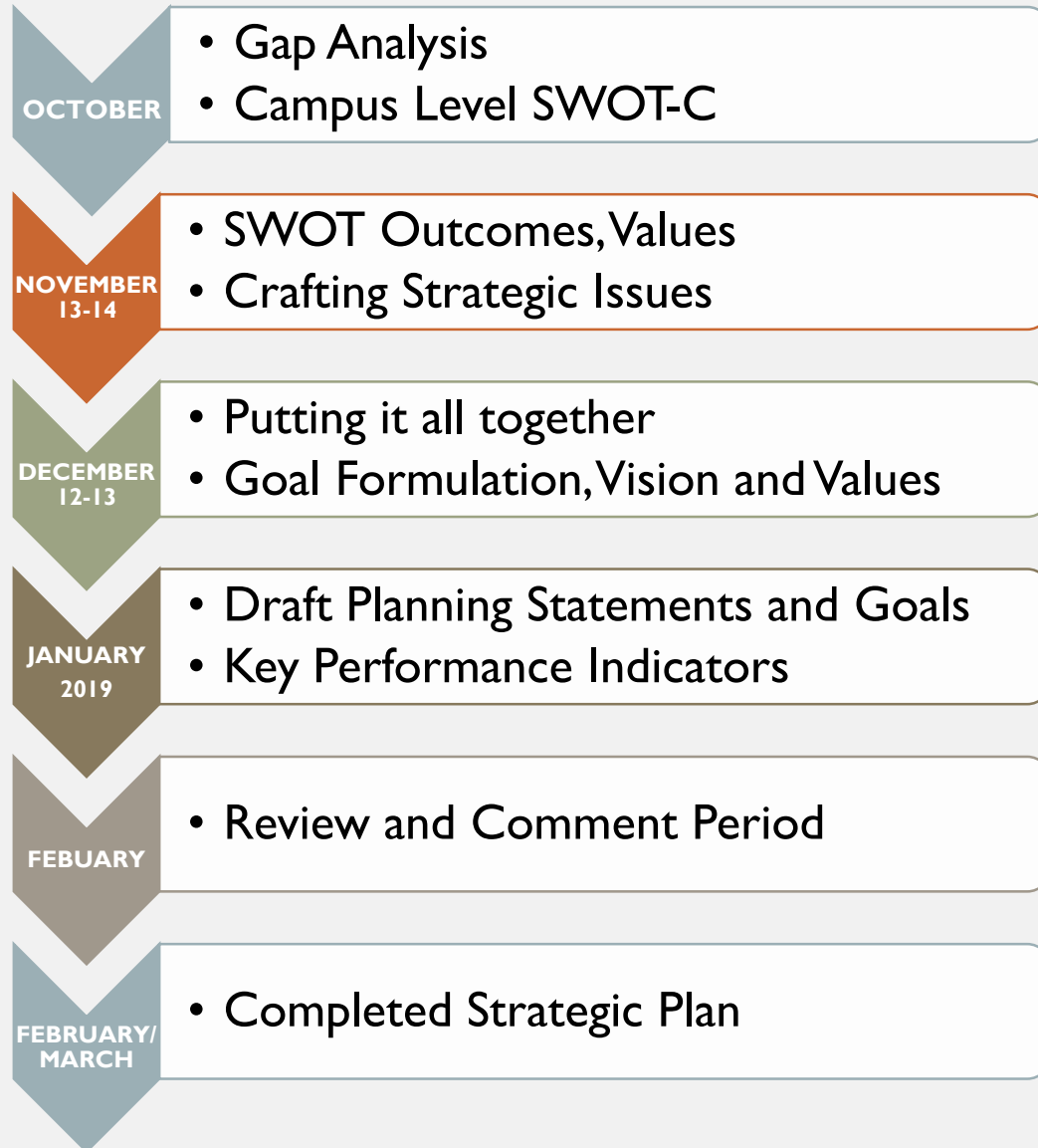
Strategic Planning Forum Number Two

MULTIPLE WAYS TO PARTICIPATE

- 1) Attend one of three open forums
- 2) Know your SPC representatives and talk to them as well as your colleagues
- 3) Review the consultants presentation for each open forum on the Foundation website
- 4) Complete open forum activities through online survey
- 5) Check for progress updates and review the outcomes from the previous open forums online



TIMELINE



STRATEGIC PLANNING
OPEN FORUM
NUMBER TWO

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