

GASTON COLLEGE

PLANNING COMMITTEE

**PLANNING
FRAMEWORK AND
MISSION STATEMENTS**

November 13, 2018



AGENDA

- Homework / Discussion of other Strategic Plans
- Strategic Planning Frameworks
- Vision & Mission
- Mission Statement Revision
- SWOT Theme Review
- SWOT Validation
- Next Steps

PLAN OVERVIEW AND GOAL FRAMEWORK

Gaston College

HOMework FOR NEXT PLANNING MEETING

Critique Other Two-year College Strategic Plans:

- How is each plan organized?
- What planning framework are they using?
- Is the plan easy to read and follow?
- Are they professionally written and visually appealing?
- Intuitively, what do you like and dislike about each plan?

Look at 2019 Aspen Prize Finalists as a Start:

- Broward College – Fort Lauderdale, FL
- CUNY Kingsborough Community College – Brooklyn, NY
- Indian River State College – Fort Pierce, FL
- Miami Dade College – Miami, FL
- Mitchell Technical Institute – Mitchell, SD
- Odessa College – Odessa, TX
- Pasadena City College – Pasadena, CA
- Pierce College at Fort Steilacoom – Lakewood, WA
- San Jacinto College – Pasadena, TX

Strategic Direction

Strategic Goal

Strategies

GOAL 2

Connections that Improve Student Transitions

55%
COMPLETE

Strengthen relationships and connections with key community partners, such as K12, UW, other four-year institutions, and business and industry to improve student transitions between educational entities and into the workforce.

Strategies

A. Expand early-college engagement of high school students to encourage greater college-continuation, ease transitions to college, and ensure students are prepared to succeed at LCCC.

i. **K12 Programmatic relationships**

Continue the efforts to establish broader, more purposeful programmatic relationships with K12 partners resulting in improved, expanded, and purposeful opportunities for early-college success of high school students.

25% Phase: Planning/Design
Priority: 2

ii. **K12 Curriculum Articulation Groups**

Create curriculum articulation groups formed of LCCC Faculty and high school teachers to ensure and improve curricular alignment.

30% Phase: Initiation
Priority:

iii. **National Alliance of Concurrent Enrollment Partnerships**

Strengthen and expand dual and concurrent enrollment activities by implementing the National Alliance of Concurrent Enrollment Partnerships (NACEP) standards.

100% Phase: Closure
Priority: 2

iv. **High School Early Intervention**

Provide early interventions for high school students who test less than college ready in key areas such as writing and mathematics.

25% Phase: Planning/Design
Priority: 3

LARAMIE COUNTY COMMUNITY COLLEGE

Strategic Plan 2020



STRATEGIC PLAN

EXAMPLE



STRATEGIC PLAN 2012-2017: INVESTING IN THE FUTURE

Strategic Directions, Goals, Strategies , and Outcomes

Focused Student Success	Expanded Partnerships	Collaborative College Community	Improved Systems
<p><u>Strategic Goal</u></p> <p>MassBay will establish rigorous curricula, relevant programs of study, and unified support services that promote retention, certificate/ degree completion, transfer, and employment.</p>	<p><u>Strategic Goal</u></p> <p>MassBay will promote clear educational and career pathways for students through strengthened partnerships with business and industry, community agencies, schools, and colleges and universities.</p>	<p><u>Strategic Goal</u></p> <p>Mass Bay will cultivate an environment of civility, collaboration, inclusion, and respect for individual differences and perspectives.</p>	<p><u>Strategic Goal</u></p> <p>MassBay will develop college policies, processes and practices that align with strategic initiatives, integrate technological advancements, and produce data-driven analyses and decisions.</p>
<p><u>Key Strategies</u></p> <ul style="list-style-type: none"> • Infuse curricula with 21st century workplace and life skills. • Assess the general education core to assure quality and relevancy. • Improve access and diversity through flexible programming and targeted recruitment. • Increase satisfaction through improved customer service and communications. • Map the pathway to success from admission to goal attainment. • Expand stackable credential options. 	<p><u>Key Strategies</u></p> <ul style="list-style-type: none"> • Align programmatic development with growth employment sectors. • Solidify the pipeline from high school through MassBay to the baccalaureate. • Simplify processes for partnership development with business and industry. • Systematically assess and respond to the needs of potential and existing partners. • Increase opportunities for internships and co-ops. • Establish a means of sustaining the dialogue with long-term and new partners. • Facilitate partnerships through Foundation efforts with local and state government, business and industry, school systems, and communities. 	<p><u>Key Strategies</u></p> <ul style="list-style-type: none"> • Administer institutional climate survey to establish benchmarks for improvement. • Create a collegewide strategy to promote civility, collaboration, inclusion, and respect. • Establish a mechanism to enable all members of the College community to be heard. • Incorporate student success stories that promote the College in publications, marketing, and promotional materials in the popular media. • Provide a community perspective through Foundation participation in College deliberations. 	<p><u>Key Strategies</u></p> <ul style="list-style-type: none"> • Conduct a business process review to facilitate coordination among components and improve services. • Fully deploy technological infrastructure to support strategic initiatives and promote efficiencies. • Improve alignment between institutional and state data systems. • Establish a data warehouse and consistent reporting systems that inform decision-making. • Strengthen and institutionalize operations in recruitment, admissions, and marketing.
<p><u>Strategic Outcome</u></p> <p>By 2017, MassBay will have an integrated academic and student success plan that increases retention, completion, graduation, transfer, and employment</p>	<p><u>Strategic Outcome</u></p> <p>By 2017, MassBay will have a consolidated protocol for strengthening partnerships resulting in increased learning opportunities, co-ops, internships, and career pathways for students.</p>	<p><u>Strategic Outcome</u></p> <p>By 2017, MassBay will have a framework for continuous assessment and improvement of institutional climate, promoting collegiality, civility, and esprit de corps.</p>	<p><u>Strategic Outcome</u></p> <p>By 2017, MassBay will have a streamlined system of policies, procedures, and practices that assures institutional effectiveness across the College.</p>

BROWARD COLLEGE NAMED AMONG

TOP TEN
FOR THE
THIRD TIME



| 2017-2022 Strategic Goals



Start

Increase the total
number of new students
enrolled from
8,067 to 8,148
by June 1, 2022

+1%



Succeed

Increase the total
number of awards
earned from
11,029 to 12,132
by June 1, 2022

+10%



Soar

Increase the total
number of
post-completion
placements from
13,901 to 15,291
by June 1, 2022

+10%





Start

Objectives

Ensure Seamless Student Recruitment and On-Boarding Experience

Connect Pathways to Career Goals for Prospects

Support Student Access through Financial Services

Strengthen Communication and Networks

► STRATEGY 1

Expand summer bridge programs by **June 1, 2018.**

- Academic Affairs
- Career and Technical Education
- Faculty
- Information Technology
- Marketing
- Student Services

► STRATEGY 2

Facilitate early exploration of education and career opportunities across all pathway communities by **December 15, 2018.**

- Academic Affairs
- Career and Technical Education
- Career Centers
- Student Services
- Workforce Education and Economic Development

► STRATEGY 3

Increase accessible student financial support by **June 1, 2019.**

- Academic Affairs
- Corporate Relations
- Finance
- Student Services
- Workforce Education and Economic Development

► STRATEGY 4

Enhance prospective student on-boarding experience by **June 1, 2021.**

- Career and Technical Education
- Finance
- Information Technology
- Marketing
- Student Services

► STRATEGY 5

Increase the number of students who use credit for prior learning mechanisms to accelerate program completion by **June 1, 2022.**

- Academic Affairs
- Center for Teaching Excellence and Learning
- Marketing
- Student Services
- Workforce Education and Economic Development

► STRATEGY 6

Develop and implement a strategic enrollment pipeline to recruit traditional and non-traditional students by **June 1, 2022.**

- Academic Affairs
- Career and Technical Education
- Continuing Education
- Finance
- Marketing
- Student Services

STRATEGIC FRAMEWORK

What framework will work best for Gaston College?



VISION AND MISSION

Gaston College

HOMework FOR NEXT PLANNING MEETING

Critique Other Colleges Vision and Mission Statements:

- What is the purpose or philosophy of the college?
- Do the statements describe who they are and what makes them distinctive or unique?
- Who are the organization's primary stakeholders and what do they do to fill needs or solve problems?
- Where is the college heading in terms of vision or what is the ideal future state?
- What do you like and dislike about these statements?

A Starting Place:

- Valencia College
- Northern Virginia Community College
- Sinclair Community College
- Miami Dade College
- Pima Community College
- Cuyahoga Community College

Vision & Mission

- A vision statement outlines WHERE you want to be.
- Answers the question: “Where do we see our institution going in the future?”
- A vision statement is usually 5 to 7 years in the future.
- Used to build consensus among college employees and shapes understanding of why they are working at the College.
- A mission statement states HOW you will get where you want to be. It defines PURPOSE of existence.
- Answers the question: “What do we do well and what makes us different?”
- A mission communicates about the present leading to the future.
- The prime function of the mission statement is internal and defines key components of the institution’s success.

VISION/MISSION STATEMENT EXAMPLES



Vision

We aspire to be the college where every student succeeds.

Mission

The Community College of Aurora serves our diverse community by providing high quality instruction and support services to prepare students for transfer and employment.



Mission

Hillsborough Community College delivers teaching and learning opportunities that empower students to achieve their educational goals and become contributing members of the local community and a global society.

Vision

Hillsborough Community College will excel in proactively responding to the evolving educational needs of our students, staff, workforce, and community through assessment and continuous improvement.

VISION/MISSION STATEMENT EXAMPLES

The logo for Valencia College, featuring the word "VALENCIA" in white serif font and "COLLEGE" in yellow serif font, both set against a dark red rectangular background.

Vision

Valencia is a premier learning college that transforms lives, strengthens community, and inspires individuals to excellence.

Mission

Valencia provides opportunities for academic, technical and life-long learning in a collaborative culture dedicated to inquiry, results and excellence.



Vision

Monroe Community College will be the nationally-recognized leader in championing equity, opportunity, innovation, and excellence while transforming students' lives and communities.

Mission

Monroe Community College, through access to affordable academic programs, leads excellence and innovation in higher education, inspires diverse students to transform their lives and communities, drives regional economic development, and builds global engagement and understanding.



MISSION STATEMENT ESSENTIALS

Four essential questions a mission statement must answer:

- What do we do?
- How do we do it?
- Whom do we do it for?
- What value are we bringing?

The best mission statements are plain speech with no technical jargon or adornments.

GASTON COLLEGE MISSION STATEMENT ANALYSIS

Whom do we do it for? (Markets)

What we do? (Purpose)

Gaston College is an open-door public community college, located in Gaston and Lincoln counties, that promotes student success and access to lifelong learning through high-quality, flexible, affordable, and comprehensive educational programs and services responding to economic and workforce development needs.

What value are we bringing? (Impact)

How do we do it? (Actions)

MISSION STATEMENT REVISION – 25 MINUTES

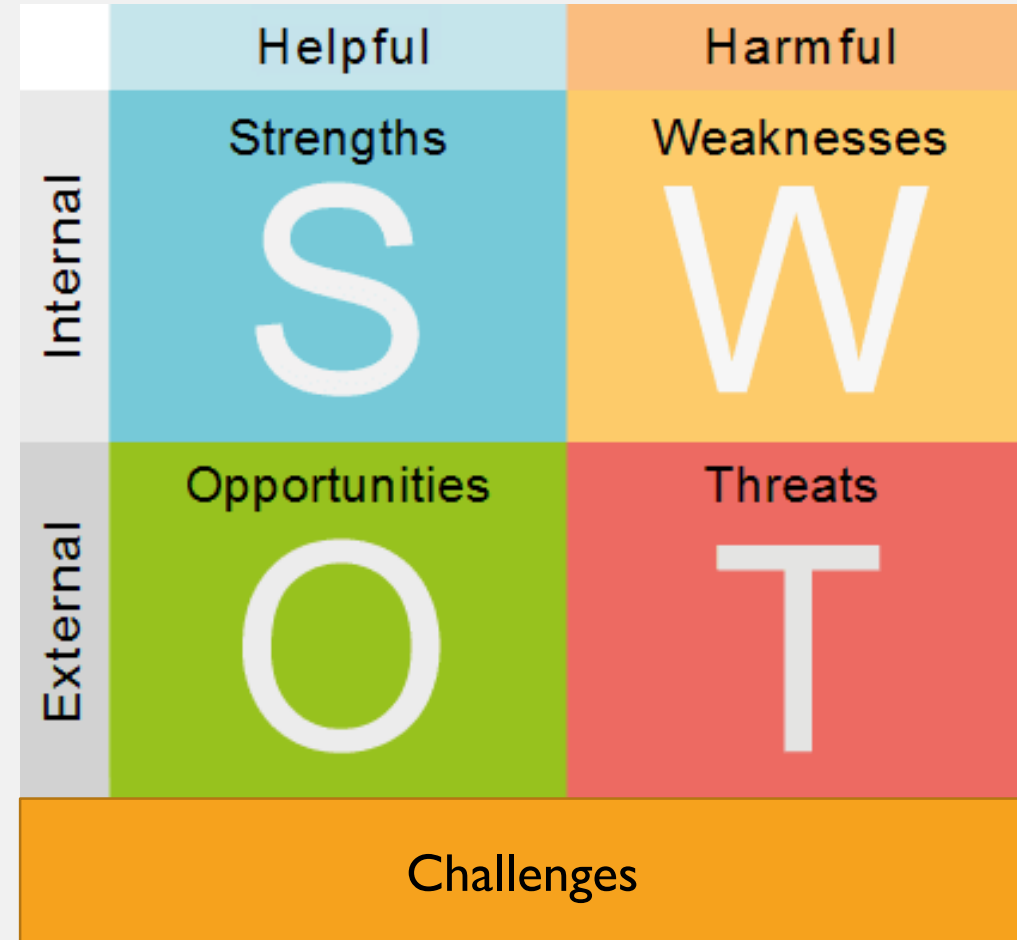
- 1) Split up into four smaller groups. Make your groups as diverse as possible.
- 2) Collectively, discuss the following. Have a notetaker document short responses on handouts. Each group will be assigned one of the following:
 1. What do we do?
 2. How do we do it?
 3. Whom do we do it for?
 4. What value are we bringing?
- 4) Highlight / underline words or phrases that correspond to your assigned group . Feel free to use to results of the SWOT analysis.
- 5) Look for patterns and similarities – group similar ideas together using the handouts
- 6) Be prepared to share your responses with the larger group

SWOT THEMES REVIEW

Gaston College

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



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

SWOT VALIDATION

1. Take a few minutes to review outcomes and validate themes with the person seated near you.
2. Discuss the following questions:
 - Have the responses been 'categorized' correctly?
 - Are the themes descriptive of the items in that category?
 - Is there a need to consolidate or expand themes?

SPC members should attend open forums and assist in reviewing SWOT outcomes with small groups during open forums

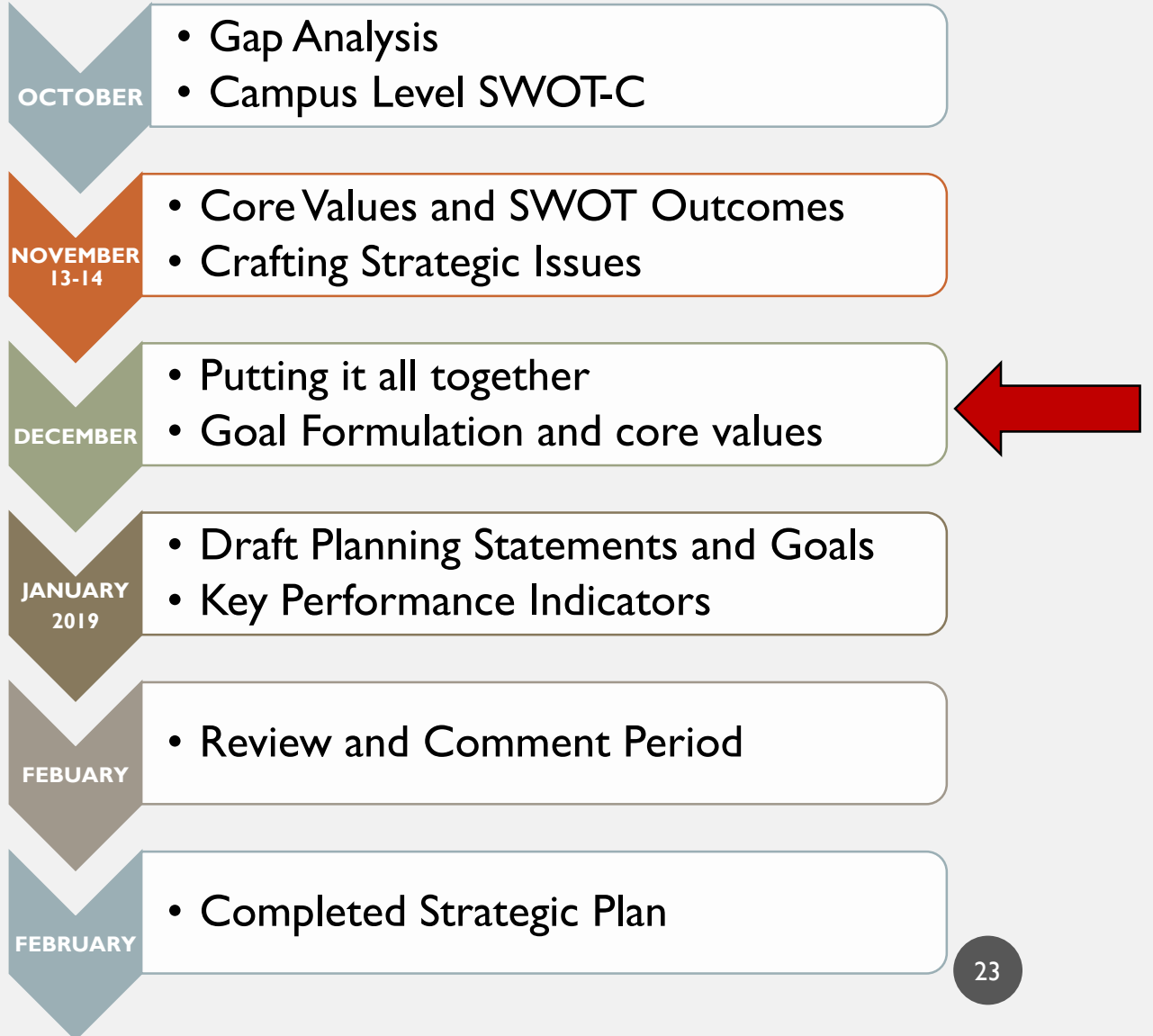
NEXT STEPS

Gaston College

TIMELINE



Next Strategic Planning Committee
Meeting: November 29, 2108



GASTON COLLEGE

PLANNING COMMITTEE

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Questions and Comments

November 13, 2018