2020-2023

GADSDEN STATE

STRATEGIC PLAN

MESSAGE FROM THE PRESIDENT

Dr. Martha Lavender, PhD, RN, FAAN

Throughout Gadsden State Community College's long and storied history, providing excellent academic and technical education has always been our focus. Teaching students is the very heart of Gadsden State. This three-year strategic plan continues its focus on doing our very best for our students while also placing emphasis on continuous improvement among our faculty and staff; the strengthening of our partnerships with business and industry; and engagement we have with the communities we serve.

The Strategic Planning Committee created the FLY acronym for the 2020-2023 Plan — **F**irst Choice, **L**earning Centered and **Y**early Impact. The FLY acronym parallels our marketing initiative, "Watch Me Fly!"

Our Plan supports the College mission to "prepare students from all backgrounds for success through quality education, innovative workforce development and inclusive community and global engagement." The parameters of the plan, which also augment our operational goals, has been established by the faculty and staff to ensure that it is proactive, efficient and effective. The 2020-2023 strategic plan also ensures institutional advancement and focuses on initiatives that impact our students every day.

Our three objectives are:

- **First Choice:** We will strive to be the first choice in the communities we serve for higher education, workforce and community development.
- **Learning Centered:** We will inspire a learning community that focuses on innovative education and encourages lifelong learning.
- **Yearly Impact:** We will advance a performance-based culture built on data-informed continuous improvement.

The draft of this strategic plan was created by a committee of faculty and staff in 2019. It was released for faculty and staff input through meetings and an online survey. As expected, the feedback provided extensive and broad-based views on how to improve our plan. I am confident that we have a strong strategic plan and the ability to make the plan a success.

We are moving into a new era in higher education, and I expect many positive opportunities for the College and our students. We are not about business as usual. We have targeted our efforts on all student populations — traditional, non-traditional, at-risk and underrepresented. And, we all have a significant focus on getting our students to a successful credential.

Thank you to the students, faculty, staff, alumni, business partners and community supporters! I'm proud to be one of you — a Gadsden State Cardinal!

Martha G. Lavender

WATCH ME FLY

FIRST CHOICE

We will strive to be the FIRST CHOICE in the communities we serve for higher education, workforce and community development.

1.1 Students

1.1.1 Enhance **marketing and communication** related to the affordability and accessibility of the college, program/ degree options and services available to students.

1.1.2 Support and expand **high-wage, high-demand programs**.

1.1.3 Increase **college brand recognition** and connect more frequently with stakeholders/partners.

1.1.4 **Identify and resolve barriers** for potential and current students in the enrollment process.

1.2 Faculty and Staff

1.2.1 Create a culture of exemplary **customer service** toward student, faculty and staff.

1.2.2 Emphasize employee development and accountability in the **annual evaluation** process.

1.3 Business and Industry

1.3.1 Institute a college-wide process for **strategically scheduling** classes (block schedules, weekend programs, online programs, competency based education, co-requisite design) that balances efficient and effective use of college resources with business and industry needs for high-skilled, high-tech workforce.

1.3.2 Develop new and sustain existing **relationships** with business and industry.

1.3.3 Explore and develop **apprenticeship and work-based learning** opportunities that prepares students to enter the workforce.

1.4 Community

1.4.1 Promote **community engagement** through academic experiences, performances, speakers, civic engagement and volunteer initiatives in order to address and meet the needs of our region.

LEARNING CENTERED

We will inspire a learning community that focuses on innovative education and encourages life-long learning.

2.1 Students

2.1.1 Create **inviting learning spaces** for students to congregate on campus that promote engagement inside and outside the classroom.

2.1.2 Provide **coordinated individualized support** services that are responsive to the unique and increasingly complex needs of the students we serve.

2.1.3 Redesign the **first-year student experience** in ways that increase retention and improve academic and career advising.

2.2 Faculty and Staff

2.2.1 Expand **professional development programs** for faculty and staff to encourage leadership, customer service and retention.

2.2.2 Create a **student-centered approach** that makes opportunity for every interaction to be a learning experience for students.

2.2.3 Expand the **onboarding and orientation processes** for new employees.

2.3 Business and Industry

2.3.1 Identify **changing needs** of business and industry and respond with appropriate programs.

2.3.2 Provide **support to business and industry** through responsive curricula and customized training to ensure relevance of their existing workforce.

2.4 Community

2.4.1 Enhance academic **programs**, adult education services, skills training (non-credit/competency-based learning) and continuing education programs that meet the needs of the community.

2.4.2 Actively serve **alumni and friends** of the college in ways they deem meaningful.

YEARLY IMPACT

We will advance a performance-based culture built on data-informed continuous improvement.

3.1 Students

3.1.1 Increase the **conversion rate** of admitted-to-enrolled students by streamlining the admission and registration process and assisting students through the process.

3.1.2 **Maximize adult education** enrollment into GSCC educational pathways.

3.1.3 **Target enrollment** in academic and career technical dual enrollment programs as well as online offerings.

3.1.4 Use educational research and peer institutions / system standards to identify **benchmarks for excellence in student outcomes** performance from the classroom to all aspects of college performance.

3.1.5 Serve **at-risk students** through advisement, student support services and engagement.

3.1.6 Update **facilities master plan** to prioritize new construction, improvements and deferred maintenance to optimize the learning environments.

3.2 Business and Industry

3.2.1 Partner with employers to promote **program completion** through incentives.

3.2.2 Use educational research and peer institution / system standards to identify **benchmarks for excellence in workforce development** performance from the classroom to all aspects of college performance.

3.3 Community

3.3.1 Design, develop and execute a comprehensive plan to **increase external funding** to support student needs and college initiatives.

GADSDEN STATE
COMMUNITY COLLEGE