



2024-2027

STRATEGIC PLAN

EXCELLENCE. ACCOUNTABILITY. INCLUSION. SERVICE. INTEGRITY.

02.16.2024



MESSAGE FROM THE PRESIDENT:



DR. KATHY MURPHY
GSCC PRESIDENT

As a leader, I often think about the dialogue between Alice and The Cheshire Cat in Lewis Carroll's *Alice in Wonderland*. Here is that philosophical dialogue...

Alice: "Would you tell me, please, which way I ought to go from here?"

The Cheshire Cat: "That depends a good deal on where you want to get to."

Alice: "I don't much care where."

The Cheshire Cat: "Then it doesn't much matter which way you go."

Gadsden State family, we have not fallen down a rabbit hole, and we have not landed in a fantasy world. Perhaps the only similarity between GSCC and Wonderland is we are among some wonderful and weird people, but not one of us is confused about where we want to go.

As a college, we have a vision; we are on a mission; we hold core beliefs that guide our steps; and we have major goals to accomplish... together. We know there are institutional pillars on which the foundation for student success depends, and it is each and every student and their success that drives each and every one of us every day.

Granted, many strategic plans are a mere binder, filled with fluff, on a shelf, with a nice label, to be retrieved and dusted off prior to an accreditation visit. This is not true of our Strategic Plan. This document has been designed to keep us focused on "why" we are here, to guide us in our work and service, to guard us from distractions and division, and to guarantee the success of our students.

It matters which way we go from here. I propose we go forward and upward and do so as quickly as possible as students caught in the lag time are shortchanged. So *Let's Go* forward, upward, quickly, together as a team. If we do, we will change the lives of our students for good, forever!



EXCELLENCE • ACCOUNTABILITY • INCLUSION • SERVICE • INTEGRITY



VISION STATEMENT

Gadsden State Community College will be the preferred choice for exceptional education and innovative workforce development which changes lives of our students, their families, and our world for good, forever.

MISSION STATEMENT

Gadsden State Community College empowers and prepares students from all backgrounds for success through exceptional education and innovative workforce development with a focus on community and global engagement resulting in a positive economic impact for all stakeholders.



CORE BELIEFS

We Believe In:

EXCELLENCE with a commitment to a culture that empowers all to achieve high standards.

ACCOUNTABILITY with a focus on continuous improvement through the use of data-informed decisions.

INCLUSION as we value and respect each other.

SERVICE as we keep the needs of others at the heart of our work.

INTEGRITY and the adherence to moral and ethical principles.

INSTITUTIONAL PILLARS/MAJOR GOALS

1. *Employee Resources*
2. *Fiscal Resources*
3. *Physical Resources*
4. *Program Learning Resources*



GADSDEN STATE COMMUNITY COLLEGE

STUDENT SUCCESS

PILLAR 1

EMPLOYEE RESOURCES

PILLAR 2

FISCAL RESOURCES

PILLAR 3

PHYSICAL RESOURCES

PILLAR 4

PROGRAM LEARNING RESOURCES

Gadsden State Community College empowers and prepares students from all backgrounds for success through exceptional education and innovative workforce development with a focus on community and global engagement resulting in a positive economic impact for all stakeholders.

Note: Pillars are not in order of priority.

CHANGING LIVES FOR GOOD, FOREVER



Enrollment Management: **STUDENT SUCCESS**

- Enhance Student Advisement
- Increase enrollment of traditional and non-traditional students
- Increase Credit Hour Production
- Increase retention of all students
- Increase completers and graduates in all program areas



Pillar 1: **EMPLOYEE RESOURCES**

- Recruit, employ and retain highly qualified employees
- Provide professional development and training for employees to increase effectiveness
- Promote a fair and equitable salary schedule aligned with ACCS policies
- Provide health and wellness opportunities for all employees
- Provide Leadership Development for Aspiring Leaders (Succession Planning)



Pillar 2: **FISCAL RESOURCES**

- Provide adequate funding to support our mission
- Practice fiscal responsibility
- Collaborate with key personnel on budget development
- Prepare a strategic budget annually
- Share budget with stakeholders
- Increase scholarship opportunities
- Increase fiscal resources



Pillar 3: **PHYSICAL RESOURCES**

- Ensure a safe and comfortable learning environment
- Enhance building and campus aesthetics
- Create a state-of-the-art learning environment
- Optimize Space Utilization



Pillar 4: PROGRAM LEARNING RESOURCES

- Support and align high-wage and high-demand programs to meet and exceed industry standards
- Explore and develop work-based learning opportunities for all instructional areas
- Develop and enhance relationships with business and industry partners
- Develop new programs to meet regional employment needs
- Continue collaboration between and among instructional areas
- Pursue continuous improvement in all instructional areas
- Provide relevant instructional technologies and learning resources



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ACCOUNTABILITY

Focus on continuous improvement through the use of data-informed decisions

INCLUSION

Value and respect each other

SERVICE

Keep the needs of others at the heart of our work

INTEGRITY

Adherence to moral and ethical principles

CHANGING LIVES FOR GOOD, FOREVER

GADSDEN STATE **WATCH ME FLY**



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