

# FY2017-FY2020 STRATEGIC PLAN

(Approved by the Board of Trustees 4-18-17)

## **INITIATIVE I: PROVIDE APPROPRIATE PROGRAMS AND SERVICES TO ENABLE STUDENT SUCCESS AND COMPLETION.**

***Goal 1.1: To provide credit and noncredit programs and other learning opportunities which align with local and regional labor market needs, or that have the potential to attract students from outside the College's service area.***

**Objective 1.1.1:** Create clear, well-defined educational pathways.

**Objective 1.1.2:** Establish stackable credentials and increase the number of internships available to students.

**Objective 1.1.3:** Engage business and industry representatives along with faculty to ensure relevancy by involving employers in curriculum design and evaluation, schedule development, and experiential learning opportunities.

***Goal 1.2: To identify obstacles to student success and establish a network of support services that will help students to overcome them.***

**Objective 1.2.1:** Increase the number of students who are college and career ready through partnerships with Garrett County Public Schools (GCPS), Adult Basic Education (ABE), and special programs (e.g., SNAP E & T and 2G) focusing on career awareness, assessment, and remediation.

**Objective 1.2.2:** Develop a process to engage students as early as possible to create connections to the campus and to faculty, staff and other students.

**Objective 1.2.3:** Adopt and implement a Learning Commons model appropriate for Garrett College.

**Objective 1.2.4:** Conduct a feasibility study with regard to the establishment of a "one stop shop" student intake/enrollment center appropriate for Garrett College.

***Goal 1.3: To provide opportunities for all students to receive a complete college experience.***

**Objective 1.3.1:** Develop and/or strengthen opportunities for students to participate in service-learning, civic engagement, and volunteer activities.

**Objective 1.3.2:** Develop and implement a plan for increasing the level of cultural competency among students, faculty, and staff.

**Objective 1.3.3:** Investigate the feasibility of increasing the number of intercollegiate athletic programs being offered (e.g., soccer, cross-country), and of expanding the number of co-curricular and extra-curricular programs available to students.

**Objective 1.3.4:** Develop a plan for a student center for inclusion in the next revision of the Facilities Master Plan.

**INITIATIVE II: CREATE AND IMPLEMENT AN ORGANIZATIONAL STRUCTURE TO FACILITATE THE INTEGRATION OF ALL EDUCATIONAL PROGRAMS AND SUPPORT SERVICES.**

***Goal 2.1: To conduct a study to determine the most efficient and effective organizational structure for delivering integrated instructional programs and support services.***

**Objective 2.1.1:** Identify existing organizational structures (models) that facilitate integration of credit and noncredit instructional programs and support services.

**Objective 2.1.2:** As part of this study, develop a budget that reflects and supports the selected model for reorganization of the College.

***Goal 2.2: With regard to processes, policies, and procedures, to identify and implement best practices for integrating credit and noncredit programs and support services so as to avoid barriers.***

**Objective 2.2.1:** Identify best practices for integration of credit and noncredit programs and services.

**Objective 2.2.2:** Strengthen connections between noncredit and credit learning opportunities by creating and implementing a framework of policies and procedures that ensure a seamless transition between noncredit and credit programs.

**INITIATIVE III: ENSURE THE COLLEGE HAS THE FISCAL, HUMAN, AND PHYSICAL RESOURCES NEEDED TO MEET ITS MISSION.**

***Goal 3.1: To develop and implement strategies for increasing non-tuition revenue and/or for containing costs.***

**Objective 3.1.1:** Develop and implement a plan for reducing the amount of operating funds used to support scholarships.

***Goal 3.2: To increase enrollment in both credit and noncredit programs.***

**Objective 3.2.1:** Develop and implement a comprehensive enrollment management plan, making sure it includes strategies for marketing online courses and programs to students outside of Garrett County.

**Objective 3.2.2:** Increase the number of degree/certificate programs that can be completed entirely online.

***Goal 3.3: To ensure the College is able to attract and retain a diverse, well-qualified, and competent workforce.***

**Objective 3.3.1:** Conduct a compensation and salary equity study and review and revise the College's human resources policies, Human Resources Manual, and Employee Handbook.

**Objective 3.3.2:** Review and revise job descriptions (and titles) to align with the new organizational structure needed to facilitate the integration of credit and noncredit programs and services as well as the overall efficient operations of the College.

**Objective 3.3.3:** Increase financial support for faculty and staff development.

***Goal 3.4: To ensure the continuity of operations is maintained.***

**Objective 3.4.1:** Develop and implement a plan to ensure there are personnel with adequate training to serve as backup for positions that have been identified as crucial to the maintenance of college operations.

**Objective 3.4.2:** Ensure the enterprise resource planning system (Jenzabar) is used to its full capability and that business processes and procedures are adequately documented.

**Objective 3.4.3:** Identify College employees who have the potential to become future leaders and institute a development program that prepares them to assume leadership positions.