

This document serves as a **draft of the proposed process** Gateway Community and Technical College will use to develop the college's 2016-2022 Strategic Plan. This initial draft is provided to the Board of Directors for the purpose of discussion and feedback on the process.

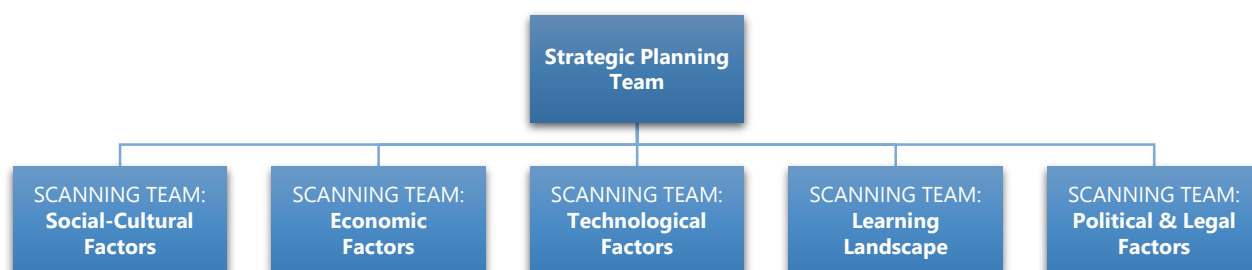
## Kentucky Community and Technical College System (KCTCS) Strategic Planning

Gateway will develop the local strategic plan in accordance with KCTCS Administrative Policy 4.9.1, *KCTCS Strategic Planning Process and Plan*; and KCTCS Administrative Policy 4.9.2, *KCTCS College Strategic Planning Process and Plan*. Dr. Jay Box, KCTCS President, recently launched a video and a one-question survey as the kick-off for the KCTCS strategic planning process. As Gateway moves forward in the planning process, activities and major steps of the process will be conducted in alignment with the process being used by KCTCS.

## PHASE I: Define Current State & Desired Future State of the College (January – December 2015)

### FORMATION OF LOCAL STRUCTURE FOR STRATEGIC PLAN DEVELOPMENT (Target: February 2015)

Primary oversight of the strategic planning process will be led by the Office of Knowledge Management and Gateway's Executive Leadership Team. The following structure will be created to carry out the detailed work involved in the planning process:



The Strategic Planning Team will be created through a process of internal nominations of faculty, staff and administration and will also include representation from the Gateway Board of Directors and from external stakeholders. Members from the Strategic Planning Team will also serve in lead facilitation roles for the scanning teams identified. Additional teams will be identified as the process moves forward.

### PLATFORM FOR ENGAGEMENT (Target: February 2015)

Gateway will create a web-based platform for stakeholders to follow the strategic planning process and to provide continued input/feedback into the process. A variety of tools will be provided to engage internal and external stakeholders throughout the development process.

### KEY PERFORMANCE INDICATORS (Target: February 2015)

Gateway will work with the Board of Directors to establish a "working" set of key performance indicators (KPIs) to be used as a starting point for the development of a final set of KPIs for the 2016-2022 strategic plan. This initial set of KPIs will be reviewed quarterly by the Board.

### WORKSHOP ON BUDGET DEVELOPMENT PROCESS (Target: March 2015)

The Office of Business Affairs and the Office of Knowledge Management will provide a workshop for the Board of Directors on the budget development process.

## **ENVIRONMENTAL SCANNING (Target for Initial Scan Completion: February – December 2015)**

Environmental scanning will begin in February 2015, and will include an extensive evaluation of the current state of external and internal environments and will research trends impacting higher education on the national, state, regional, and local levels. Utilizing an expanded SWOT analysis model, the evaluation of the external environment (OT) will be structured around a broad PEST model (PESTL) that will include political, economic, socio-cultural, technological, and legal factors.

The environmental scanning process will be research-intensive but will also include direct input/feedback from internal and external stakeholders. This process will be facilitated through the development of a series of “white papers” that focus on various topics and provide in-depth information on the “current state” of the external and internal environments in which Gateway operates. Each paper will not only provide information, but will provide a prompt for discussion and response from stakeholders. Following the release of each white paper the college will hold a series of internal and external forums (in-person and/or online) to generate discussion and response.

## **PROPOSED WHITE PAPER TOPICS**

The following topics are being proposed for inclusion in this process; however, as the planning process moves forward additional topics and/or revised topics may be included. Some of the potential topics to be included in the papers are also provided as a starting point for discussion.

### **PAPER #1: Regional Demographics: Understanding Who We Serve (Target Release: March 2015)**

#### *Social/Cultural Factors*

**External:** Focus on the regional demographics; trends in K-12 enrollment and graduation; identification of barriers to education/enrollment; buying power of consumers; employment patterns; income distribution; living conditions; poverty; competition; college/career readiness

**Internal:** Focus on the profile of Gateway students compared to region; participation rate within target population; enrollment

### **PAPER #2: Regional Economic Development & Occupational Outlook: Understanding How We Serve (Target Release: May 2015)**

#### *Economic Factors*

**External:** Regional economic development efforts; state and regional employment trends in various industries

**Internal:** Program analysis of what is currently offered compared to the needs of regional industry; capacity and demand

### **PAPER #3: The Changing Landscape of Learning (Target: August 2015)**

#### *Social-Cultural Factors*

**External:** Changes to “traditional” learning environments; methods of instruction; active and social learning; trends in program and course delivery structures; roles of students and teachers (facilitators); open source content; impact of technology

**Internal:** Active learning movement; online programming; student engagement/satisfaction; quality of instruction; persistence and graduation; diversity; quality of educational experiences;

### **PAPER #4: The Technological Transformation of Higher Education (Target: September 2015)**

#### *Technological Factors*

**External:** In-depth focus on technology trends; MOOCs; crowd learning; wearable technology; how technology is changing the way people learn and how colleges use it to facilitate learning

**Internal:** Technology infrastructure; use of instructional technologies; technologies used for wrap-around support services

**PAPER #5: Political and Legal Forces Shaping Higher Education (Target: November 2015)**

*Political Factors & Legal Factors*

**External:** National, state, regional/local legislative issues; changes in government; funding structures; regulatory bodies affecting community colleges; changes in federal and state aid programs

**SUMMARIZE PHASE I WORK & PREPARE FOR PHASE II (Target: September-December 2015)**

Compilation and analysis of work completed between February and September. Draft full situation analysis that defines the current state and desired future state of the college.

**GATEWAY BOARD OF DIRECTORS RETREAT (Target: November)**

The Gateway Board of Directors will hold a retreat to review progress on strategic plan development and provide input and guidance. Board will review the draft analysis of the work completed between February and October.

**PHASE II: Gap Analysis, Plan Development & Approval (January - June 2016)**

**SETTING THE VISION (Target: January – March 2016)**

Review and possible revision of Vision, Mission and Core Values

**DEVELOPMENT OF KEY PERFORMANCE INDICATORS (Target: January – March 2016)**

Development of final set of key performance indicators and associated measures, completed with baseline data and targets. Performance measures will also be in alignment with measures identified by KCTCS and approved by the KCTCS Board of Regents.

**GAP ANALYSIS & STRATEGY DEVELOPMENT (Target: January – March 2016)**

Evaluation of current and desired future states identified in Phase I to identify gaps to be addressed within the strategic plan, both at a high level and at the action plan level. Develop strategies to optimize KPIs, identify major tactics for each possible strategy, and calculate potential return on investment (ROI).

**STRATEGIC PLAN APPROVAL**

**March/April 2016** A complete draft of the 2016-2022 strategic plan will be presented to the Gateway Board of Directors in March/April 2016 (depending upon timing of KCTCS Board of Regents review and approval of key performance indicators).

**May 2016** Final 2016-2022 strategic plan presented to Gateway Board of Directors for approval.

**June 2016** KCTCS Board of Regents approval of KCTCS 2016-2022 Strategic Plan

**July 2016** 2016-2022 Strategic Plan implementation begins