

Journey to 2022: Strategic Planning

Board of Directors
March 19, 2015



Board of Directors Retreat

January 2015

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Review of Action Planning

Board-Identified Priorities

- ❑ Priority #1: Establish clear expectations, goals and priorities under which to operate
- ❑ Priority #2: Finalize bylaws to include “best practices”
- ❑ Priority #3: Establish President’s evaluation
- ❑ Priority #4: Establish and implement self-assessment process for the Board
- ❑ Priority #5: Develop and implement a Code of Ethics for the Board of Directors
- ❑ Priority #6: Develop relationships with the Gateway Foundation
- ❑ Priority #7: Identify key metrics to be used by the Board for monitoring college operations
- ❑ Priority #8: Actively contribute to the development of the 2016-2022 Strategic Plan for Gateway
- ❑ Priority #9: Work with Gateway staff to complete an assessment of community need and the extent to which Gateway is meeting that need through alignment of current academic programs
- ❑ Priority #10: Work with Gateway President and staff to identify and schedule workshops or allocated time at Board meetings to discuss variety of topics identified during retreat

Board-Identified Topics for Discussion

- **Understanding the Service Region**
 - Gateway's current participate rate within the region
 - Poverty rate throughout the Cincinnati MSA & relationship to participation rate
 - Philosophy and values help by College and Board with regard to student barriers
- **Populations Served by the College**
 - Underprepared population and what is currently being done about it
 - Where Gateway students live and where they come from
- **Marketing, Recruitment, Advocacy & Competition**
 - Gateway's image within the community and how the Board can provide advocacy
 - Regional competition and extent to which students are lost to other institutions
 - Current recruitment strategies for various targeted populations
 - How Board can reach out to current and potential community partners
- **Physical, Fiscal and Human Resources**
 - Current physical capacity of existing facilities and identify growth potential
 - Fiscal planning and budget development processes
- **Quality and Accountability**
 - Institutional and programmatic accreditations and impact on transferability of credit
 - Accountability measures used by the College
 - College operations to brainstorm ideas that may create better paths for students

Journey Strategic Planning 2022

Key Points Related to Process

- Activities and major steps of the planning process will be conducted in alignment with the process being used by KCTCS
- Integration of Board priorities and requests identified during the January 2015 retreat with the strategic planning process
- Not all of the Priorities identified by the Board will be covered as part of the strategic planning process

Phase I: Define Current State & Desired Future State

MONTH	STRATEGIC PLAN ACTIVITY	BOARD MEETING	BOARD RETREAT FOLLOW-UP
<p>March 2015</p>	<p>Formation of Local Structure for Strategic Plan Development</p> <p>Development of Platform for Stakeholder Engagement</p> <p>Establish "Working Set" of Key Performance Indicators for Board of Directors</p>	<p>March 19, 2015</p>	<p>Priority #8: Actively contribute to the development of the 2016-2022 Strategic Plan for Gateway</p> <p>Priority #8: Actively contribute to the development of the 2016-2022 Strategic Plan for Gateway</p> <p>Priority #7: Identify and/or develop key metrics to be used by the Board for monitoring of college operations</p>

Phase I: Define Current State & Desired Future State

MONTH	STRATEGIC PLAN ACTIVITY	BOARD MEETING	BOARD RETREAT FOLLOW-UP
<p>April 2015</p>	<p>Workshop on Budget Development Process for Board of Directors (NOTE: <i>Not a direct strategic planning activity</i>)</p>	<p>April 30, 2015</p>	<p>Priority #10: Work with Gateway President and staff to identify and schedule workshops or allocated time at Board meetings to discuss variety of topics identified during retreat (Topic: Fiscal Resources)</p>
	<p>Environmental Scanning Process Begins (running through December 2015)</p>		<p>Priority #9: Work with Gateway staff to complete an assessment of community need and the extent to which Gateway is meeting that need through alignment with current academic programs</p>
	<p>Release of White Paper #1: Regional Demographics: Understanding Who We Serve</p>		<p>Priority #10: Work with Gateway President and staff to identify and schedule workshops or allocated time at Board meetings to discuss variety of topics identified during retreat (Topic: Understanding the Service Region & Populations Served by the College)</p>
	<p>Stakeholder Engagement Begins (running through December 2015)</p>		<p>Priority #9: Work with Gateway staff to complete an assessment of community need and the extent to which Gateway is meeting that need through alignment with current academic programs</p>

KCTCS Stakeholder Engagement: Vision Survey Results

“What does Kentucky need our community and technical colleges to be in 2022?”

Programs and Delivery:

- Provide affordable, quality instruction across all modalities, including online offerings, flexible scheduling, and traditional classroom settings
- Align programs with community, business, and industry needs to increase employability of students, and provide long-term career pathways
- Demonstrate a strong commitment to technical education program development and support with up-to-date technologies and equipment

Values, Organizational Structure and Outcomes:

- Balance the unique qualities of each of the 16 colleges with increased collaboration between the colleges to enable agility, efficiency, and a consistent student experience
- Be in tune with the demands of the industries in all of the 16 colleges' communities through the continued development and growth of business partnerships thus enabling students to be well equipped to obtain high quality jobs

KCTCS Stakeholder Engagement: Vision Survey Results

“What does Kentucky need our community and technical colleges to be in 2022?”

Student Concerns and Affordability:

- Continue our focus on ensuring students' experience with KCTCS processes, procedures, and policies is positive and consistent
- Provide more opportunities for professional advising that is consistent across the system with quick response times
- Increase our presence in the community and to help foster KCTCS pride and spirit by offering community-building opportunities

Student Services and Support:

- Increase support for students seeking job placement after graduation through career readiness advising and support
- Provide System-wide training for Student Support departments so that staff response is consistent and timely

KCTCS Stakeholder Engagement: Vision Survey Results

“What does Kentucky need our community and technical colleges to be in 2022?”

Workforce Development:

- Continue supporting economic development in Kentucky by training and educating a globally competitive workforce. KCTCS colleges should be the institutions of choice for students and businesses by providing programs aligned with the local labor market and community needs and by predicting future needs

Statewide Partnerships and Legislative Issues:

- Continue to work with the legislature to secure funding from the state, as well as develop business partners, community connections, and development partners for sources of funding to ensure continued financial security
- Strengthen ties with high schools so that KCTCS is the first choice for higher education and to continue to improve the seamless transferability of credits and pathway programs to the state’s four-year institutions

Phase I: Define Current State & Desired Future State

MONTH	STRATEGIC PLAN ACTIVITY	BOARD MEETING	BOARD RETREAT FOLLOW-UP
May 2015	Release of White Paper #2: Regional Economic Development & Occupational Outlook: Understanding How We Serve Environmental Scanning and Stakeholder Engagement Continues	May 28, 2015	<p>Priority #9: Work with Gateway staff to complete an assessment of community need and the extent to which Gateway is meeting that need through alignment with current academic programs</p> <p>Priority #10: Work with Gateway President and staff to identify and schedule workshops or allocated time at Board meetings to discuss variety of topics identified during retreat (Topic: Marketing, Recruitment, Advocacy & Competition)</p> <p>Priority #8: Actively contribute to the development of the 2016-2022 Strategic Plan for Gateway</p>

Phase I: Define Current State & Desired Future State

MONTH	STRATEGIC PLAN ACTIVITY	BOARD MEETING	BOARD RETREAT FOLLOW-UP
June 2015	Environmental Scanning and Stakeholder Engagement Continues	No Board Meeting	Priority #8: Actively contribute to the development of the 2016-2022 Strategic Plan for Gateway
July 2015	Environmental Scanning and Stakeholder Engagement Continues	July 28, 2015 or August 6, 2015	Priority #8: Actively contribute to the development of the 2016-2022 Strategic Plan for Gateway
August 2015	Release of White Paper #3: The Changing Landscape of Learning	No Board Meeting	Priority #10: Work with Gateway President and staff to identify and schedule workshops or allocated time at Board meetings to discuss variety of topics identified during retreat (Topic: Marketing, Recruitment, Advocacy & Competition)
September 2015	Release of White Paper #4: The Technological Transformation of Higher Education	September 24, 2015	Priority #10: Work with Gateway President and staff to identify and schedule workshops or allocated time at Board meetings to discuss variety of topics identified during retreat (Topic: Marketing, Recruitment, Advocacy & Competition)

Phase I: Define Current State & Desired Future State

MONTH	STRATEGIC PLAN ACTIVITY	BOARD MEETING	BOARD RETREAT FOLLOW-UP
October 2015	Environmental Scanning and Stakeholder Engagement Continues	October 29, 2015	Priority #8: Actively contribute to the development of the 2016-2022 Strategic Plan for Gateway
November 2015	Release of White Paper #5: Political and Legal Forces Shaping Higher Education	Retreat Date to be Determined	Priority #10: Work with Gateway President and staff to identify and schedule workshops or allocated time at Board meetings to discuss variety of topics identified during retreat (Topic: Physical, Fiscal and Human Resources)
	Work Begins on Drafts of 2016-2022 Strategic Plans for KCTCS and Gateway		Priority #8: Actively contribute to the development of the 2016-2022 Strategic Plan for Gateway
	Board of Directors Retreat, to include review of the Summary for Phase I of the Strategic Planning Process		Priority #8: Actively contribute to the development of the 2016-2022 Strategic Plan for Gateway
December 2015	Continued Review/Discussion on Summary of Phase I of the Strategic Planning Process	December 3, 2015	Priority #8: Actively contribute to the development of the 2016-2022 Strategic Plan for Gateway

Phase II: Plan Development and Approval

MONTH	STRATEGIC PLAN ACTIVITY	BOARD MEETING	BOARD RETREAT FOLLOW-UP
January/ February 2016	Development of Key Performance Indicators	January/ February 2016	Priority #7: Identify and/or develop key metrics to be used by the Board for monitoring of college operations
	Draft of 2016-2022 Strategic Plan to Gateway Board of Directors		Priority #8: Actively contribute to the development of the 2016-2022 Strategic Plan for Gateway
March 2016	Final 2016-2022 Strategic Plan to Gateway Board of Directors for Approval	March 2016	Priority #8: Actively contribute to the development of the 2016-2022 Strategic Plan for Gateway
June 2016	KCTCS Board of Regents approval of KCTCS 2016-2022 Strategic Plan		
July 2016	2016-2022 Strategic Plan Implementation		

Next Steps in the Process

- Gateway will move forward with activities identified for **March** and **April**:
 - Formation of Local Structure for Plan Development
 - Development of Platform for Stakeholder Engagement
 - Establish “Working Set” of Key Performance Indicators for Board of Directors (working with Programs, Needs and Outcomes Committee)
 - White Paper #1: Regional Demographics: Understanding Who We Serve
- Dr. Jay Box, KCTCS President, will visit Gateway on **April 23** to discuss vision for KCTCS and Gateway as part of the initial strategic planning process

Questions & Discussion

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Moving the Process Forward

