

2016-2022 STRATEGIC GOAL DEVELOPMENT SUMMARY OF WORK

As previously provided, with addition of feedback received from members of the Board of Directors

OVERVIEW

The following draft of strategic goals for 2016-2022 have been developed through a thorough review of input, feedback, and information collected from the following sources:

- *Reclaiming the American Dream: Community Colleges and the Nation's Future*, Report from 21st Century Commission on the Future of Community Colleges
- Kentucky Council on Postsecondary Education (CPE) Draft Goals for 2016-2021 Strategic Agenda
- Kentucky Community and Technical College System (KCTCS) Draft Goals for 2016-2022 Strategic Plan
- Skyward 2015-2020 Vision and Strategic Action Plan for Northern Kentucky
- Dr. Box, KCTCS President, 2015 Listening Tour Discussions and Follow-Up Surveys to Employees and Students
- Innovation Roundtable Dialogue Facilitated by Gates Foundation, Organized by KCTCS
- Gateway Board of Directors Dialogue on Strategic Plan Expectations, January 2016

The five (5) draft strategic goals are provided below, followed by a more detailed breakdown of the key points from the sources above that fall under the body of work represented by each goal. These draft goals will be used as the framework on which the full 2016-2022 Strategic Plan will be developed. Final language for the strategic goals will be solidified as the full strategic plan is developed.

DRAFT STRATEGIC GOALS

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| Goal #1: | Strategically position Gateway Community and Technical College as the first choice for postsecondary, workforce and community education within the Northern Kentucky/Greater Cincinnati Region. |
| Goal #2: | Increase access to a comprehensive learning system that provides flexible and affordable options for learning. |
| Goal #3: | Develop comprehensive, customizable and fluid pathways that are relevant and responsive to the dynamic needs of key industry sectors. |
| Goal #4: | Cultivate an experiential, collaborative and supportive learning environment that pursues diversity, thrives on innovation, and contributes to creative place-making. |
| Goal #5: | Strengthen long-term institutional growth and stability through new and innovative revenue streams and the strategic investment of new and existing fiscal, physical and human resources. |

GOAL #1 Strategically position Gateway Community and Technical College as the first choice for postsecondary, workforce and community education within the Northern Kentucky/Greater Cincinnati Region

Branding/Identity

- Increase awareness of value of higher education
- Communicating successes, opportunities and realities
- Define the identity of the college and create stronger focus
- Address negative perception or stigma associated with Gateway and community colleges
- Identify/develop unique niche, signature competency
- Gateway can benefit all high school students

Strategic Growth

- Strategic expansion within service area
- Determine positioning of the college within the regional education landscape
- Urban Campus development
- Balance online and in-person growth

Marketing/Focused Recruitment

- Develop marketing plan
- Institution of choice for veterans
- Recruitment focus on key populations segments

Pipeline Development

- Expand HS/early college pipeline
 - Early exposure to college for urban HS students + river cities
 - Provide PD for counselors
 - Serve larger % of regional HS graduates
 - Align certification programs with HS programs
 - Increase certification of dual credit HS students in tech programs
- College & career readiness

Note: Identification of our demographic and community challenges.

Goal #2: Increase access to a comprehensive learning system that provides flexible and affordable options for learning.

Accessibility

- Connections to agencies and services within community to remove barriers
- Efficient and easy admissions process

Affordability

- Expand financial access for students, investigate opportunities for affordable education
- Employers to cover costs of education and provide employment
 - Possible tax credits as options

Scholarships

Strategic Delivery Models

- Evening/weekend programming
- Flexible delivery models with infused technology

Note: Assessment of current academic and supportive services programs in order to develop programs that fit our student demographic; and meet students and community needs.

Increase fundraising by identifying and connecting with community supporters to develop new local scholarships.
Increase internship opportunities through business partnerships.

Goal #3: Develop comprehensive, customizable and fluid pathways that are relevant and responsive to the dynamic needs of key industry sectors.

Relevant Academic Pathways

Bachelor's degree on campus

Diverse academic programs with strong options for employment and transfer

Correct mix of programs based on industry needs

Lifelong learning

Increase programming in continuing education and advancement of graduates

Premier provider of corporate training for pre-hire candidates

Program/Curriculum Alignment with Employer Needs

Rapid response to employer needs

Graduate adequate numbers of skilled workers in key industries

Direct involvement from local employers

Graduates that are career ready

Embedded experiential learning and credit for prior learning

Expand regional partnerships to develop pathways from K-12 through higher ed to career

From supply-driven to demand-driven

Scalable, synergistic, sustainable, strategic, systemic

Do we have a program to assist students to define their academic goals, so we can help them through their academic decision making process? Should I transfer? Should I opt for a different career?

Goal #4: Cultivate an experiential, collaborative and supportive learning environment that pursues diversity, thrives on innovation, and contributes to creative place-making.

Learning Environment/Experience

Comprehensive, collaborative learning environment

Authentic, motivating learning experiences

Increase student engagement and experiences

Hub for students to hang out

Experiential Learning

Establish/expand student-run enterprises

Hands-on interactive learning

Expand service-learning

Increase apprenticeship, internship and co-op programs

Extra-curricular programming for credit

Cutting edge technology, equipment and software

Wrap-Around Support

Improve academic advising

High-quality wrap-around academic services

Child care

All employees as active partners in education of students

Faith community in Partnership to Serve Students

Increase student support

Wrap-around auxiliary services (bookstore, food)

Expand career services and job placement, including opportunities for career exploration

Community Engagement/Enrichment (CC mission)

Expand outreach & public service

- Hub for community engagement
- Use of facilities for community and educational events
- Short-term, non-credit, and credit seminars for personal interest of community
- Active participation in community by students and employees
- Cultural issues of parenting, drugs, poverty, work ethic, etc.
- Develop and implement student-organized events to bring awareness to causes
- Institutional Culture
 - Diversity & inclusion
 - Culture accepting of student and employee diversity
 - Rethinking entire education model
 - Entrepreneurship & innovation

Note: Are we sufficiently involved with community organizations?

Goal #5: Strengthen long-term institutional growth and stability through new and innovative revenue streams and the strategic investment of new and existing fiscal, physical and human resources.

- Resource Development
 - Investment in human resources
 - Increase use of work study
 - Joint PD with partner institutions
 - Recruitment, retention, and compensation of most highly qualified employees
 - Professional development for employees
 - High-quality, well-trained employees
 - Resources for transition and improvement
 - Unique funding opportunities
 - Strengthen partnerships with private sector to offset financial costs & human resources
 - Better use of existing resources
- Quality/Excellence
 - Performance measures and targets to position the college as a leader
 - Promote academic excellence
 - Programmatic accreditation
 - Improvements in teaching and learning
- Teaching & Learning Institute
 - Become leader in active learning

Increment of internship opportunities through business partnerships.

Establish support for community and continuing education.