

Garrett College FY 2021-2025 Strategic Plan

To Board May 19, 2020 Revised Aug. 28, 2020 KS

GOAL 1: Provide Garrett College students, credit and noncredit, with innovative, relevant curriculum delivered by dedicated faculty/instructors who remain current in their field of study.					
Strategies	Objectives	Actions/Tactics	Measures	Targets	Proposed Responsibility
Strategy 1: Support new and emerging instructional modes that complement traditional teaching methods.	Objective 1: Ensure faculty/instructors are adequately trained to maintain integrity of credit and noncredit programming.	Annually audit faculty/instructor credentials (education, vocational certifications, etc.); Investigate a blended full-time faculty position with both credit and noncredit teaching responsibilities; Establish required minimum training for new and current faculty/instructors; Provide regular orientation for faculty/instructors to include college policies and procedures.	Checklist of faculty/instructor credentials, orientation, and training sessions; Feasibility report of blended (credit & non-credit) full-time faculty position	100% of credentialed faculty/instructors; 70% participation in faculty/instructor orientation & training; Completed feasibility report	CAO/ADAA/Dean of CEWD
	Objective 2: Support faculty/instructor professional development to include pedagogy, disciplinary content, and emerging technologies.	Revise faculty evaluation (full- and part-time); Provide one in-house professional development each semester; Communicate external professional development opportunities to full- and part-time faculty	Revised faculty evaluation; Professional development attendance record; Accessible, updated professional development list	100% faculty participation in revised evaluation to include attending at least one professional development session	CAO/ADAA/Academic Directors
	Objective 3: Research learning management systems (LMS) opportunities related to accessibility, transfer, and training.	Research LMS products and available Blackboard tools not included in the College's current contract; Negotiate cost savings steps with current LMS utilizing available LMS data; Expand training on current LMS platform to all faculty	LMS product report; Faculty attendance at LMS training	Complete LMS product report; 100% faculty (full- and part-time) completion of LMS training	CAO/ADAA/Coordinator of DL/IT
Strategy 2: Determine the viability of guided pathways or meta-majors at Garrett College.	Objective 1: Ensure general educational requirements align with MHEC requirements.	Determine the viability of reducing general education requirements according to COMAR; Examine general education requirements at top transfer institutions; Revise general education requirements if necessary	General education review for each program during the program review cycle	100% of degree programs review general education requirement to determine if revision is necessary	ADAA/Registrar/Dir. of AIR
	Objective 2: Evaluate and expand articulations with four-year universities.	Assure MOU articulation agreements with 5-7 transfer institutions, including an emphasis on additional programmatic articulations with WVU and FSU; Review and update current MOU articulations; Create centralized transfer page on the GC website and include personalized links on	Updated MOU articulation agreements; Updated GC website transfer and program pages; Updated ARTSYS	5-7 MOU articulation agreements; Fully updated GC transfer website and program pages; Annual update of ARTSYS	CAO/Dir. of AASC/Registrar
Strategy 3: Develop educational pathways for students to seamlessly move between credit and noncredit.	Objective 3: Assess the feasibility of campus-wide career advising and services for credit and noncredit students and alumni.	Complete a career services feasibility study to include the Workforce Development Council and other community partners	Feasibility study	Completed feasibility study	ADAA/Dir of AASC/ Director of WD/AE
	Objective 1: Seek MHEC approval for additional concentrations in the Professional & Technical Studies A.A.S.	Leverage the Workforce Development Council to determine additional workforce concentrations.	GC representation on the Workforce Development Council	100% GC representation at Workforce Development Council meetings	ADAA/Dean of CEWD/ Director of WD/AE
	Objective 2: Develop credit and noncredit Career & Technology Education dual-enrollment opportunities.	Collaborate with GCPS administrators to develop CTE dual-enrollment pathway including credentialing, curriculum, and scheduling; Update GCPS dual-enrollment to include non-credit courses	Updated MOU with GCPS	Completed MOU with GCPS that includes CTE pathway and courses	ADAA/Dean of CEWD/ Director of WD/AE

GOAL 2: Implement innovative best practices, designed to increase enrollment, improve retention, and enable student success.

Strategies	Objectives	Actions/Tactics	Measures	Targets	Proposed Responsibility
Strategy 1: Implement a data-driven enrollment management plan for FY21-25 that includes clearly defined target enrollment measures.	Objective 1: Create a recruitment plan to increase market share of local and out-of-county/state students.	1. Utilize/Modify Covid-19 recruitment plan developed in March 2020. Map to EMPFY20-25 Covid-19 Recruitment Initiatives	1. Enrollment	Fall 2020 20% below Fall 2019 ideal: 10% down from Fall 2019	Dir. of Admissions/EMC
			2. Credit hrs.	Fall 2020 % below Fall 2019 ideal: 10% down from Fall 2019	Dir. of Admissions/EMC
		2. Implement/Modify as needed EMC FY20-25. Map to EMP FY20-FY25 GOAL 1: Increase Credit Enrollment to 14586 credit hours by yr. end FY23 and increase by 2% to 14877 credit hours yr. end FY 2025; Stretch Goal 15000 credit hours REVISIT after COVID-19	1. Enrollment	Target 150 HSDE; 250-300 returning; 250-300 new FTFT students; 20-50 non-traditional	Dir. of Admissions/EMC
			2. Credit hrs.	Fall 2021 (if not under Covid-19 limitations) credit enrollment 14500 by end of FY25 (ideal 15000)	Dir. of Admissions/EMC
	Objective 2: Investigate the feasibility of increasing the number of intercollegiate athletic programs.	1. Need to evaluate existing sports regarding COVID-19	How will COVID-19 affect Athletics	Change in athletic enrollment up or down	Dean of SA/Athletic Director
		2. Explore 2-3 club sports that could potentially become NJCAA sports (i.e. esports- see SAD IE Plan Athletics- esports proposal; cheerleading)	Proposal with potential enrollment complete by Jan 2021	pursue with esports club per Dennis proposal. Cost and potential enrollment by ???	Dean of SA/Athletic Director
		3. Proposals for NJCAA Soccer, esports, swimming, cheerleading, tennis-each sport has its own positives and negatives in terms of our location, facilities, weather, and coaching opportunity.	Proposal with potential enrollment complete by Jan 2022	use proposal to establish approved team and potential enrollment.	Dean of SA/Athletic Director
	Objective 3: Establish and implement a collaborative, cross-divisional initiative to increase retention.	1. Create and launch an internal, custom retention/graduation (i.e. CCA 15 to finish, or similar) marketing campaign.	Lucy and Ashley to discuss measures	Targets tbd- will the be a	Director of AASC/EMC
		2. Continue with merging of STARS and Mentoring program using Jenzabar predictive retention model, which was employed in spring 202 but was not able to operate as intended due to COVID-19 interruptions.	Lucy and Ashley to discuss measures		

<p>Strategy 2: Provide opportunities for engagement and relevant college experiences for a diverse student population, promoting retention and leading to increased degree/program completion.</p>	<p>Objective 1: Identify hurdles and implement appropriate strategies to assist with degree completion.</p>	<p>1. Continue to expand, enhance, and increase the effectiveness of the college's tutoring program (i.e. integrate into dev ed courses, faculty referrals, continue virtual tutoring, provide professional development to tutors).</p>	<p>retention numbers or %</p>	<p>target? Grade improvements Before and after midterms? Retention?</p>	<p>Dean of SA/ADAA/ Dir of AASC/Dir. of AIR</p>
		<p>2. Continue to enhance the utilization and effectiveness of the college's Early Alert system.</p>	<p>number of alerts- put into baskets- determine resolution via grades attendance retention</p>	<p>Target 90% resolution approved by the person that submitted the early alert?</p>	<p>Dean of SA/ADAA/ Dir of AASC/Dir. of AIR</p>
		<p>3. Select top 3 student experience report hurdles to address in the institutional effectiveness plans</p>			
		<p>4. Meet with Faculty and students to see if there are common hurdles that can be addressed.</p>			
	<p>Objective 2: Continue to enhance and assess engagement (academic and nonacademic) and relevant student experiences.</p>	<p>1. Explore a tracking system for attendance at class and student activities and events. (Jenzabar event tracking module- will it do what we need; do id cards have the school id number? Scanning helps to collect and pull the data</p>	<p>student participation improves student retention and success- how can we show or correlate to an equation or retention numbers TBD</p>	<p>retention and grades of students who attend class; res hall activities; and events. How to bucket and track % or number attending vs those that don't' target % retention? GPA.</p>	<p>Dean of SA/ADAA/ Dean of CEWD</p>
		<p>Any others?? I think the 1st action will take a lot of time and resources and needs to be cross divisional- thoughts?</p>			<p>Dean of SA/ADAA/ Dean of CEWD</p>
					<p>Dean of SA/ADAA/ Dean of CEWD</p>

Determine the number and variety of programs in academics and workforce development needed to serve the local and regional economy.

GOAL 3: Deliver and assess innovative market-driven programs and services to stakeholders, and the community at large, leveraging the assets of Garrett County and Garrett College.					
Strategies	Objectives	Actions/Tactics	Measures	Targets	Proposed Responsibility
Strategy 1: Implement market-driven opportunities designed to enhance regional partnerships capitalizing on the unique location and resources of Garrett County.	Objective 1: Leverage the Workforce Development Council to determine credit and non-credit programming.	GC Attendance at Workforce Development Council meetings	Determine the quantity/timing of opportunities for partnerships.	Minimum of one new partnership/program initiated by end of FY25	Dean of CEWD/ADAA
	Objective 2: Implement practices and procedures to facilitate tailored programs to meet community needs.	Enhance articulation agreements with local businesses to include credit and non-credit opportunities	Articulation agreements/MOUs with local businesses	Establish 1-2 local partnerships by end of FY25	Dean of CEWD/ADAA
	Objective 3: Research the feasibility of delivering credit courses at satellite locations (e.g., Southern Outreach Center).	Conduct feasibility report about the utilization of satellite locations	Feasibility report	Completed report by end of FY23	Dean of CEWD/ADAA
Strategy 2: Utilize the program review and assessment cycle to improve educational outcomes and financial stability.	Objective 1: Refine the program review process, both credit and noncredit, for continuous improvement and quality assurance.	Establish assessment committee in Academic Affairs to revise process, timeline, and template' Research best practices for CEWD program assessment	Program review timeline and completed reports; CEWD program review process to include pilot assessment	100% of all academic programs as noted on the annual program review rotation; Completed pilot assessment and establish formal process by end of FY24	Dean of CEWD/ADAA/ Director of AIR
	Objective 2: Ensure data obtained through the program review and assessment process is entered in Taskstream and evaluated to improve educational and financial outcomes.	Conduct Taskstream training for all full-time faculty, Academic Program Directors and CEWD;	Taskstream training sessions	100% Taskstream training of all program review personnel as annually responsible.	ADAA/Director of Air
Strategy 3: Evaluate the role of online education and other technological innovations in program development, delivery, and implementation.	Objective 1: Evaluate online and hybrid courses and online programs using GC-provided quality standards and best practices.	Set formal faculty expectations; Use online course data to review online program offerings	Directors evaluate online courses and programs by semester/annually;	100% faculty/adjunct faculty online courses evaluated by ending FY25	CAO/Coordinator of DL (AADA & ADs)
	Objective 2: Explore other technological innovations in program development, delivery and implementation.	Form a technology team to investigate innovative trends in technology and application in higher education, including costs, benchmarks with other institutions and businesses, and necessary professional development	A comprehensive report outlining opportunities for GC to implement other/new technological advances.	Report due by end of FY23 to budget for future implementation.	CAO/ADAA
	Objective 3: Determine the relevance and effectiveness of GC's remote/online educational opportunities for stakeholders.	Develop an assessment to evaluate the relevance of current approaches. Establish and implement the platform(s) for remote/online learning for CEWD.	Results of this assessment.	Drive change in direction determined by assessment outcomes based on the report due by end of FY22 .	Midcap to Assign Committee
	Objective 4: Enhance faculty use of OER's through adoptions/adaptations, or creation of course OER content, while assessing the value for the College and the student.	Promote faculty participation and implementation of OER in GC awarded grants; provide professional development to participating faculty	Meet timelines and GC OER process deadlines for faculty OER delivery	21 new OER courses needed for 2020-22 in ARC/MOST grants and another 18 in 2022-24 in ARC	CAO/OER Committee

Goal 4: Ensure the sustainability of the College through innovations in managing human, fiscal, physical, and technological resources.					
Strategies	Objectives	Actions/Tactics	Measures	Targets	Proposed Responsibility

<p>Strategy 1: Develop and implement a Human Resources plan to ensure continuity of operations.</p>	<p>Objective 1: Ensure that goals leading to accountability are established as part of the performance review process to support continuity of operations in all departments.</p>	<p>1. Training for supervisors regarding the establishment of SMART goals (to be completed) December 2020)</p>	<p>The number of supervisors participating in trainings.</p>	<p>100% of supervisors completing training</p>	<p>Director of HR/HRC</p>
		<p>2. Increase overall Supervisor training in all areas (to be completed by June 2021)</p>	<p>The number of supervisors participating in trainings.</p>	<p>100% of supervisors completing training</p>	
	<p>Objective 2: Identify and prioritize areas where cross training/succession planning is beneficial and, in some cases, necessary for continuity of operations.</p>	<p>1. Once the talent inventory is complete, analyze the over-arching needs of each department and the overall college</p>	<p>Have to identify top 5 key areas that are required for continuous improvement.</p>	<p>To be completed by December 2020</p>	<p>President/Dir. of HR/ Department Heads</p>
		<p>2. Create a plan of investment for employee development for college growth</p>	<p>The succession plan</p>	<p>To determine the succession planning by May 2023</p>	
	<p>Objective 3: Prepare for succession planning across all divisions/departments by building a talent inventory.</p>	<p>1. Develop a "criterion" for evaluation of skillsets across campus for an employee survey</p>	<p>The criterion checklist</p>	<p>Checklist Completed (to be completed by June 2021)</p>	<p>Dir. Of HR/HRC</p>
		<p>2. Deploy the employee survey to gather the inventory of self-evaluated skills from all employees and analyze results</p>	<p>How many employees complete this survey</p>	<p>100% of employees complete the survey (to completed by December 2022)</p>	
<p>Strategy 2: Optimize and maintain the fiscal viability of Garrett College by balancing the independent fiduciary consideration of the annual operating budgets, physical assets,</p>	<p>Objective 1: Develop and implement methods for increasing nontuition revenue by leveraging grants and other sources.</p>	<p>Identify funding opportunities that would support the College's funding needs.</p>	<p>An increased amount of grant revenue generated by College.</p>	<p>A greater % of grant revenue than the previous year.</p>	<p>Coordinator of Grants/ Dean of Finance/ ADAA/Dean of SA/CEWD Dean/ Dir. of AIR</p>
	<p>Objective 2: Utilize the program review process to assist in new program development, as well as revamp existing programs for both Academics and CEWD.</p>	<p>1. Two programs will undergo formal program reviews each year.</p>	<p>Number of programs undergoing Formal Program Reviews annually- See schedule</p>	<p>2 end of each FY See schedule</p>	<p>CAO/Academic Directors/Faculty/Dir of AIRA</p>
		<p>2. Complete the ASI and Engineering revamp by year end FY21</p>	<p>ASI and Engineering program enrollment after programs revamped</p>	<p>Enrollment increases year over year from fall 2019</p>	<p>CAO/Academic Directors/Faculty/Dir of AIRA</p>
		<p>3. Academic and CEWD Directors to identify 2 new programs by FY23 (laddered programs)</p>	<p>2 new program proposals submitted to MHEC</p>	<p>2 new program proposals submitted to MHEC</p>	<p>Dean of Academics/Dean of CEWD and Academic/CEWD Directors</p>

		4. One new MHEC approved program by FY25	# of new MHEC approved programs	1 new program	Dean of Academics/Dean of CEWD and Academic/CEWD Directors
	Objective 3: Implement processes, and provide educational opportunities, to ensure cost center managers create and maintain fiscally responsible budgets.	1.Create a budget process “procedure manual” to be utilized by all budget managers	A completed budget procedure manual.	To be completed by November 2020.	Dean of Business & Finance
		2.Host a series of “Budget managers” trainings	How many were hosted, or number of attendance at these trainings	3 per year (to be completed in Nov and Dec 2020)	
		3. Sync the budget procedure manual to the supervisor’s training identified in Objective 1, Strategy 1	New supervisors/budget managers have to complete training within 30 days of hire	All new hires have completed training and all supervisors have completed training by January 2021.	
Strategy 3: Identify and adopt success-oriented technology solutions.	Objective 1: Reestablish the 'Module Managers' group to lead their respective end users through a process of defining current departmental needs and responsibilities.	Establish an effective module managers group.	To be tracked through the IT unit effectiveness plan.	To be completed by September 2020.	Coordinator of IT/ Dean of Business & Finance/ Module Managers/ Director of AIR
	Objective 2: Leverage the 'Module Managers' group to identify efficiencies, cross-training opportunities, and potential cost savings.	Same as strategy	To be tracked through the IT unit effectiveness plan.	To be completed by June 2021.	Coordinator of IT/ Dean of Business & Finance/ Module Managers/ Director of AIR
	Objective 3: Research the capabilities within Jenzabar to determine the feasibility of desired solutions.	Same as strategy	To be tracked through the IT unit effectiveness plan.	To be completed by June 2021.	Coordinator of IT/ MIS/Module Managers
	Objective 4: Provide educational opportunities to employees promoting continuous process improvement.	1.Integrate this type of process improvement training into the supervisor training laid out in Objective 1	The number of supervisors participating in trainings.	100% of supervisors completing training	Coordinator of IT/ MIS/Module Managers
		2.Implementation of GCIT “tech tips” to provide a self-paced training to the college community	A summary of "tech tips" provided to college community.	To be a continuous process through entire Strategic Plan	