

FY2017-FY2020 STRATEGIC PLAN

(Approved by the Board of Trustees 9-18-18)

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 and provide a sustainable competitive advantage.

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

Objective 1.1.2: Establish and promote stackable credentials to appropriate target markets.

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 an actively engaged and relevant college experience for our diverse student population to include credit and non-credit students (i.e., part-time, traditional age, non-traditional age, economically disadvantaged, minority, and workforce).

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.

Goal 1.4: With regard to processes, policies, and procedures, to identify and implement best practices for connecting credit and noncredit instructional programs and support services so as to avoid barriers.

Objective 1.4.1: Identify best practices for interconnecting credit and noncredit instructional programs and support services.

Objective 1.4.2: 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 II: ENSURE THE COLLEGE'S CONTINUING CAPABILITY TO ACHIEVE ITS MISSION GIVEN CURRENT AND PROJECTED ENROLLMENT TRENDS.

Goal 2.1: Evaluate the extent to which the College's organizational structure and staffing levels align with current and projected enrollment trends.

Objective 2.1.1: Evaluate the effectiveness of the College's organizational structure, given current and projected enrollment numbers (both credit and noncredit) and services provided to students and the community.

Objective 2.1.2: Evaluate the extent to which current staffing levels are appropriate, given current and projected enrollment numbers (both credit and noncredit) and services provided to students and the community.

Objective 2.1.3: Review and revise job descriptions (and titles).

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 additional funding and revenue opportunities.

Objective 3.1.2: Develop a plan for cost management.

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: Increase financial support for faculty and staff development.

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

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.