

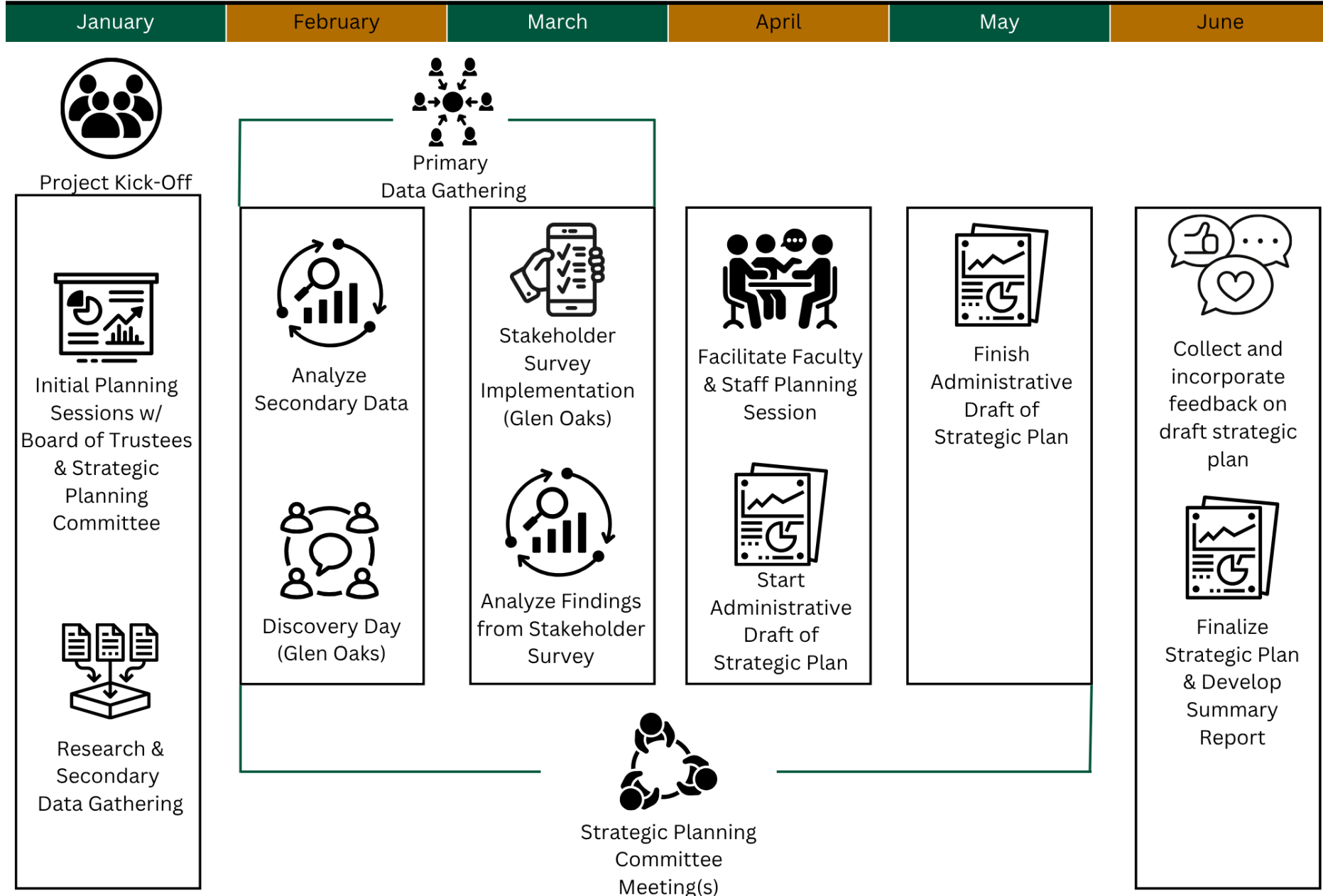
# GLEN OAKS COMMUNITY COLLEGE

## Strategic Plan Presentation

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# Mission

*(unchanged)*

The mission of Glen Oaks Community College is to provide opportunities for academic and lifelong success through excellence in teaching and comprehensive support services that meet our community's diverse educational needs.

# Vision

Glen Oaks Community College empowers learners and advances regional growth through innovative education, strong community partnerships, and pathways to lifelong success.

# Core Values

**Collaboration:** We build relationships across departments and with community partners to achieve shared goals.

**Excellence:** We deliver the highest quality in teaching, learning, and service.

**Innovation:** We embrace new ideas and technology to advance teaching methods and student development.

**Integrity:** We uphold the highest ethical standards and act on the basis of mutual respect.

**Student-Centered:** We prioritize student success in every decision we make.

**Transparency:** We communicate openly and honestly to build trust and accountability across our college community.



# Strategic Pillars

**1 Enrollment**

**2 Student Success**

**3 Workforce Development**

**4 Resource Development**

**5 Community Awareness and  
Engagement**

**6 Vibrant Workplace Culture**



# Pillar 1: Enrollment

Expand and target recruitment and retention efforts to attract students from various communities and experiences.

## Objectives

- 1) Balance enrollment for student segments (dual enrollment, adult learners, traditional college students, etc.).
  - 2) Expand total enrollment by X%.
  - 3) Expand summer enrollment by X%
  - 4) Increase access to student educational goal completion.
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1. Develop and implement a strategic enrollment management plan.
    - a. Engage a strategic enrollment management consultant.
    - b. Build a data-driven enrollment and retention plan with targets for different populations.
    - c. Build summer enrollment by offering a more robust schedule and enhanced promotion.
    - d. Implement a recruitment plan for key student groups with specific outreach and follow-up strategies.
    - e. Implement early outreach programs to strengthen the future student pipeline.
    - f. Promote niche programs regionally and nationally to attract students.



# Pillar 1: Enrollment

2. Explore programs that meet business and industry needs.
  - a. Conduct a market analysis to identify new training, certificate, and degree programs needed for today's workforce.
  - b. Engage local businesses and industry partners to inform program development.
  - c. Explore the feasibility of a Center for Rural Sustainability.
  
3. Evaluate and address barriers for attracting and retaining adult learners.
  - a. Enhance and promote credit for prior learning and implement a targeted marketing campaign to prospective and current students.
  - b. Expand community partnerships to provide support services (e.g., transportation, childcare, and food pantry).
  - c. Decrease textbook costs.
  - d. Identify and expand emergency relief resources for students.
  
4. Explore feasibility and potential impact of expanding athletics to drive full-time enrollment and provide a meaningful student experience.
  - a. Investigate the feasibility of additional athletic programs.
  - b. Explore and develop an action plan for additional on- and off-campus housing.
  - c. Perform a cost-benefit analysis and evaluate the necessary resources and demand.



# Pillar 2: Student Success

Provide high quality education, services, and support to bolster student progress and increase academic and career goal attainment for all students.

## Objectives

- 1) Satisfaction target rates for online courses.
  - 2) Job placement rates.
  - 3) Percentage of students completing an experiential learning activity.
  - 4) Objectives tied to professional development and/or learning outcomes.
  - 5) Transfer placement rates.
  - 6) Improve curriculum quality.
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1. Improve the quality of online instruction.
    - a. Hire, onboard, and integrate an instructional designer with faculty and administration.
    - b. Explore alternative online learning platforms.
    - c. Provide professional development to all instructors regarding online learning, content creation, and learning technology.



# Pillar 2: Student Success

2. Embed experiential and work-based learning across the curriculum.
  - a. Develop a curricular framework to deliver work-based learning experiences in all applied degrees.
  - b. Implement a required capstone project for all academic programs.
3. Develop seamless transfer pathways for guaranteed admission into four-year programs post-GOCC.
  - a. Revise existing and develop new articulation agreements to include reverse transfer, credit for prior learning, and guaranteed admissions.
  - b. Develop new agreements with existing four-year institutions.
  - c. Establish agreements with new four-year institutions.
4. Implement evidence-based, institution-wide reforms grounded in the four pillars of the guided pathways framework.
  - a. Apply to participate in phase three of the Rural Guided Pathways Project through the National Center for Inquiry and Improvement.
  - b. Develop metrics to monitor guided pathway pillars and organizational support structures to implement and maintain initiatives.
  - c. Improve program maps for all academic programs



# Pillar 2: Student Success

5. Align the annual course schedule with student needs.
  - a. Evaluate flexible courses and program offerings to meet student demand and improve student outcomes.
  - b. Enhance outreach efforts and data collection from high schools to assess student college readiness and career aspirations.
6. Support opportunities for academic and personal growth.
  - a. Provide training for employees on the use of artificial intelligence and incorporate it into curricular and co-curricular activities.
  - b. Assess and implement consistent teaching expectations and course policies to enhance consistency in student expectations and support quality learning outcomes.
  - c. Integrate soft skills development across curriculum and co-curriculum offerings.
  - d. Increase the number of student clubs and organizations and enhance opportunities for student engagement.
7. Improve and build quality curriculum aligned with best practices.
  - a. Pursue National Alliance of Concurrent Enrollment Partnerships (NACEP) accreditation to enhance dual enrollment quality.
  - b. Explore additional academic program-specific accreditations.
  - c. Align Workforce Development and Continuing Education programs with credit offerings.
  - d. Explore educational models, including competency-based models, to deliver education that meets workforce needs.



# Pillar 3: Workforce Development

Provide industry-leading education, training, and credentials to develop a robust and skilled workforce that meets community needs and provides economic mobility.

## Objectives

- 1) Improve and increase employer-aligned training programs and workshops.
  - 2) Increase customized short-term training programs based on employer and community needs.
  - 3) Increase work-based learning opportunities and the number of employers offering opportunities by 25% over the next three years.
  - 4) Develop systems to assist students with job placement in their field of study.
  - 5) Increase enrollment of adult learners (21 and older) by X%.
1. Conduct a comprehensive needs assessment and adjust programming, as appropriate.
    - a. Create a three-year workforce development plan based on results from the comprehensive needs assessment.
    - b. Leverage data and industry partnerships to assess in-demand careers.
    - c. Evaluate existing programs on measures of success, including student outcomes and job placement rates.
    - d. Identify programs for development and/or expansion.



# Pillar 3: Workforce Development

2. Design, develop, and market demand-driven short-term training, credentialing, and licensure.
  - a. Develop the infrastructure to support short-term training programs.
  - b. Create new training programs that accommodate flexible learning schedules.
  - c. Develop and/or expand program advisory boards to support the continued evaluation and improvement of industry-led curriculum design.
  - d. Develop an onboarding experience for short-term training programs.
  - e. Promote and increase the number of online training opportunities (Ed2Go, GDA, etc.).
  
3. Develop various work-based learning opportunities for applied degrees and certificates.
  - a. Develop the infrastructure to support apprenticeship, internship, co-operative, and job shadowing programs.
  - b. Expand career services to assist faculty in establishing work-based learning (e.g., internships, job shadowing, and mentoring) and job placement opportunities for students in applied degree and certificate programs.
  - c. Develop industry partnerships for work-based learning placements.



# Pillar 4: Resource Development

Develop fiscal, physical, human, and technological resources that support operational and programmatic excellence.

## Objectives

- 1) Diversify revenue streams to support long-term financial sustainability.
  - 2) Establish procurement structures to improve institutional effectiveness.
  - 3) Optimize IT infrastructure to increase operational efficiency.
  - 4) Establish and maintain sufficient staffing, compensation, and benefits to support core functions and strategic initiatives.
  - 5) Identify operational and capital needs to better support student success, academic programs, and future growth.
1. Diversify and grow college funds.
    - a. Explore investment options to grow college funds.
    - b. Partner with the Glen Oaks Community College Foundation to grow assets that support students and college initiatives.
    - c. Leverage underutilized facilities, particularly during the summer, to create opportunities for generating revenue.
    - d. Utilize experienced education grant writers to obtain grant funding.



# Pillar 4: Resource Development

2. Streamline procurement efficiency campus-wide.
  - a. Centralize procurement activities.
  - b. Implement technology solutions to manage procurement and college assets.
  
3. Ensure campus technology supports operational and instructional success.
  - a. Evaluate current campus technologies and develop a multi-year technology plan.
  - b. Align and modernize campus technologies to support business processes.
  - c. Update and integrate classroom technologies in alignment with the technology plan.
  - d. Provide training and professional development to support the effective use of technology.
  - e. Establish an online knowledge base to support training needs across campus.
  
4. Develop and implement a staffing plan to ensure all departments are efficiently staffed and appropriately compensated.
  - a. Implement HR technology to improve recruitment, candidate relationship management, onboarding, and evaluation of employees.
  - b. Conduct additional compensation and benefit studies as needed.



# Pillar 4: Resource Development

5. Implement campus safety recommendations and provide necessary resources.
  - a. Maintain on-campus law enforcement officer or deputy during core operational hours.
  - b. Hire dedicated campus safety officers or trained security personnel for evenings and weekend coverage.
  - c. Implement the recommendations made by the International Association of Campus Law Enforcement Administrators Peer Review Program.
  
6. Align operation and facility needs with strategic goals.
  - a. Finish the southside campus renovation.
  - b. Engage with a firm to conduct a comprehensive needs assessment and facility audit.
  - c. Develop a facilities master plan.
  - d. Establish clear wayfinding across campus and adjust both internal and external signage as appropriate.
  - e. Introduce comprehensive recycling practices across campus and explore solar options to reduce utilities costs.



# Pillar 5: Community Awareness and Engagement

Expand marketing and outreach and cultivate partnerships to support student success and meet community needs.

## Objectives

- 1) Increase community awareness and engagement.
  - 2) Increase the number of active community partnerships.
  - 3) Increase student engagement in community service and civic leadership.
1. Develop refreshed branding and enhanced marketing efforts.
    - a. Launch a refreshed brand campaign with consistent guidelines across operations.
    - b. Develop a comprehensive marketing plan with targeted strategies.
    - c. Finish implementation of the new Glen Oaks website and refresh as appropriate.
  2. Develop a community partnership inventory to assess current collaborations and identify gaps in services.
    - a. Target partnership efforts to bridge gaps.
  3. Hire a Dean of Student Engagement to increase student involvement on campus and in the community.
  4. Host community events that showcase academic programs and support services.



# Pillar 6: Vibrant Workplace Culture

Apply transformational leadership to intentionally foster a culture of innovation, collaboration, and continuous improvement.

## Objectives

- 1) Launch an internal innovation grant program with a goal of funding at least X employee-led projects annually.
  - 2) Integrate continuous improvement goals into all department work plans by FY27.
  - 3) Achieve at least X% employee satisfaction in workplace culture as measured by annual internal surveys.
  - 4) Implement professional development plans for all employees.
1. Enhance professional development opportunities for all employee groups.
    - a. Assess development needs by employee group.
    - b. Develop and implement a year-round professional development calendar offering workshops, certifications, micro-credentialing, and leadership training.
    - c. Identify internal and external training resources and funding sources.
    - d. Monitor participation and evaluate feedback to continue to improve training opportunities.



# Pillar 6: Vibrant Workplace Culture

2. Develop systems to incentivize innovation and creativity aligned with strategic goals.
  - a. Design a recognition and reward program with a standardized submission process and established protocols and criteria.
  - b. Identify and establish funding sources.
  
3. Provide additional opportunities for collaboration and fellowship across departments.
  - a. Invest in and support a digital collaboration platform for employees.
  - b. Identify and establish opportunities for cross-department collaboration for students, both for learning and community-building.
  - c. Establish a committee to facilitate employee wellness and engagement events.
  - d. Provide meaningful engagement activities that bring innovators and experts to campus to share ideas (e.g., lunch and learn, training, and speaker series).



# Next Steps

<b>June</b>	<b>Presentation of Strategic Plan to Board of Trustees for Review/Approval</b>
<b>Summer</b>	<b>Refinement of Objective Target Metrics, additional action plan detail development (i.e. sub-actions, timeline, responsible parties, granular KPIs)</b>
<b>Annually</b>	<b>Conduct a more in-depth review; update environmental analysis and make adjustments as needed</b>