



STRATEGIC PLAN 2011-2014

**Dr. Eugene Giovannini
President
GateWay Community College**



Table of Contents

Introduction.....	3
Purpose of Strategic Planning.....	4
Background on Planning in Maricopa.....	4
Steps in Strategic Planning.....	6
GateWay Community College Strategic Planning Process.....	6
Maricopa Skill Center Vision, Mission, Goals.....	9
Fiscal Year 2011-2012 Operational Plans.....	11
Districtwide Strategic Planning Goal Alignment.....	18
Appendix A.....	20

Introduction

GateWay Community College, one of the ten Maricopa Community Colleges, is a fully accredited public institution of higher education. Offering over 100 Certificate and Associate Degree programs in the areas of Business and Information Technology, Health, Industrial Technology, and University Transfer, GateWay has emerged as a leading institution in meeting the needs of business and industry.

GateWay was established as Maricopa Technical College in 1968. In 1987, the name changed to GateWay Community College to better convey the comprehensive curricular offerings of the College and to reflect the physical location change to 40th and Washington Streets in the GateWay corridor.

Currently, GateWay enrolls over 16,000 students, annually, and continuously provides high quality education, student services, and career training through innovation and state-of-the-art technology. Current priorities for GateWay are to continue to address the needs of the healthcare and technology industries, while expanding general education programs, in an environment where employees “Work as One” for student success.

Maricopa Skill Center

Established in 1964, the Maricopa Skill Center, a non-credit offsite division of GateWay, provides workforce development programs and occupational training to Valley residents. The Skill Center is FTSE generating on a clock-hour basis (640 clock hours of attendance by completers equals one Full-Time Student Equivalent).

All MSC programs are designed to ensure graduates of likely attainment of economic independence. MSC tracks all graduate employment and compensation for a period of 5 years after students’ completion of their programs as part of determining program health. Healthy programs result in economically stable employees. This is in keeping with MSC’s mission that “Graduates will possess all the workplace skills necessary to achieve long-term economic independence.”

To impart “all workplace skills necessary” MSC relies heavily on workforce advisory boards and councils. Each year, for each program area, MSC assembles industry boards of 15-35 industry leaders and expert workers to detail competencies and competency measurements as part of its Program Review Cycles. These findings are used to ensure that all MSC programs produce a high-performing workforce closely aligned with the needs of industry. Modeling the workforce, the Skill Center’s typical training schedule has been established at 25-40 hours per week. In addition to its 44 training programs, the Skill Center offers services to the public, including printing services at the student press, manicures at the student-run salon, deli & butcher services at the student run deli, and auto detailing at the student-run auto body shop.

The budget of the Skill Center is based on Fund 3, Restricted Funds, with revenue generated from three sources: direct collection of tuition and fees, cost recovery or services (sale of goods and services, rentals), and a MCCD campus supplement. The Center also receives capital expenditure

dollars which consist of a base amount supplemented by an amount determined by formula applied to all occupational FTSE.

Purpose of Strategic Planning

The purpose of strategic planning is to evaluate and create a niche in the environment in which the organization can successfully compete and improve its performance through alignment of goals and objectives and prioritization of resource allocation.

Strategic planning at GateWay is the process of matching the strengths and distinctive characteristics of the College with the unique and emerging needs of its students and the community. An essential component of GateWay Community College's ongoing efforts to work with businesses and community leaders is to identify educational and training needs. The following strategic issues have surfaced, and are targeted, as being significantly important to the future of GateWay:

Included in GateWay's strategic plan are concrete areas in which the College will grow, with increased enrollment due to the following:

- Population growth
- The positioning of the light rail station on campus
- The expansion of general education offerings and expanded partnerships
- Strengthened ties with Arizona State University
- The addition of future programs as they are dictated by the demands of business and industry

GateWay is responsibly planning to meet the continuously changing needs and incredible growth of our community and workforce through our unrelenting pursuit to provide accessible and affordable education for all.

Background on Planning in Maricopa

The Maricopa County Community College District Strategic Planning Process

For Maricopa, the strategic planning process provides the framework to advance the district's mission, vision and goals; this is accomplished by each of the colleges/units specifically taking action to better meet the needs of students and the internal and external communities.

MCCCD utilizes two types of planning: *strategic and operational*.

Strategic planning is a visionary process that results in major, long-range and far-reaching strategic directions or goals for the future; with the purpose of advancing the individual college and District-office goals to ensure service to students and the community. As a result of Maricopa-wide strategic planning the District has developed six strategic directions (*Pages 8 & 9*

– *Chart 1, Column 1*) for use in college and unit planning. Each of the ten colleges determines its own strategic goals that advance district-wide strategic initiatives.

Operational planning (action planning) develops detailed, short-term statements to identify what is to be done, who is to do it, and how it is to be done. These plans implement the outcomes of the strategic planning process.

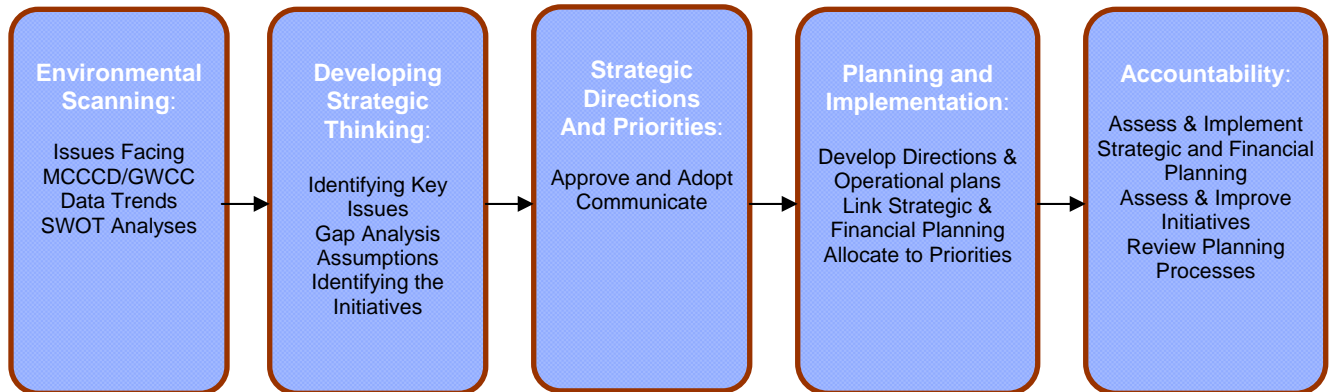
Strategic planning occurs on all three levels but development of operational plans tends to be focused at the college/unit and departmental levels. The three levels are shown in the following table and examples of specific responsibilities are identified:

Strategy	Job titles	General Responsibilities	Examples of Responsibilities
District-wide	Governing Board/Chief Exec./Exec. Leadership/Advisory Councils (e.g. CEC)	Financial performance and achievement of non-financial goals. Set objectives and formulate strategies.	Recommendations on the district-wide budget, recommendations on district-wide strategic directions and priorities
Colleges/units	Presidents or Vice Chancellors/Exec. Leadership/college Advisory Councils	Translate district-wide directions into concrete objectives	Operational plan development, budget requests, college/unit budget development
Departmental Chairs/Managers	Managers of functional areas	First and second line managers within a unit	Operational plan development, budget requests, dept. budget development

MCCCD Strategic Planning Handbook

Steps in Strategic Planning

The graphic below shows the steps in the planning cycle. Environmental scanning and developing strategic thinking about this data and trends lead to the development of overall strategic directions and priorities. For GateWay, environmental scanning and developing strategic thinking led to the adoption of the goals and objectives used to focus operational planning. Operational planning occurs in the planning and implementation phase: operational plans are developed and implemented. Data on the outcomes of implementation (accountability) are used to support planning activities.



MCCC Strategic Planning Handbook

GateWay Community College Strategic Planning Process

Planning Cycle and Process

Within the planning cycle the College establishes long-term (three-year) goals which are evaluated an annual (short-term) basis. The following steps in the planning process ensure broad participation and oversight of the campus plan, in concert with district-wide planning:

- 1) Summer: GateWay's Administrative Team reviews outcomes of strategic goals assessment
- 2) Summer: Administrative Team drafts potential new goals and objectives based on goals assessment
- 3) Fall: Draft goals presented to Strategic Planning Committee for review and comment
- 4) Fall: Draft goals communicated electronically and via campus-wide strategic conversations for review and comment
- 5) Fall: Draft goals finalized by Strategic Planning Committee and approved via vote for implementation
- 6) College plan submitted to District linking college/unit plans to Board goals and strategic directions. Submit to the District office via the budget server
- 7) District Strategic Planning Retreat – Multi-Year Planning & Review of Strategic Directions
- 8) District update of strategic plan for presentation to the Governing Board
- 9) Fall/Spring: Collect annual data on strategic goals and objectives for review at Administrative Planning Retreat.

In addition to these steps in the planning process, the participation of external constituency groups was dramatically increased to advise the planning process. These include a President's Advisory Council, instructional program advisory councils, and community listening sessions.

Environmental Scanning

Because GateWay draws students from across the Valley, the College does not limit environmental scanning to the traditional six mile radius. GateWay utilized the districtwide environmental scan for planning data. The scan can be found at

<http://www.maricopa.edu/stratplan/envr%20scan/2010%20ESCAN%20for%20Web.pdf>

Planning and Relation to Resource Allocation

The budget and planning process invites broad participation through the Budget and Finance Committee, the Technology Users Group, and the Leadership Council. GateWay resources not only advance strategic planning directions but also support operational planning. Part of the annual budget process is determining the cost of the operational commitments and whether or not they still exist as priorities and determining how these needs balance against needs coming from strategic planning efforts.

At every level of the budget planning process there is a consistent link to the GateWay Strategic Goals and MCCC CD Governing Board Goals. Each budget request must identify the anticipated outcomes as well as the goal(s) that the request supports. This information is then considered during committee discussions and utilized in determining annual budgeting priorities.

Not all planning requires additional funding. Some plans require a reallocation of resources, new processes or procedures. In some cases, strategic planning efforts may result in a recommendation to allocate fewer resources to particular efforts. Effective planning looks at all possibilities in attempting to achieve desired outcomes.

Evaluation and Continuous Improvement

GateWay's Administrative Team in cooperation with the Strategic Planning Committee has responsibility for oversight of the overall process, and is charged with reviewing and revising both the process and the plan on an annual basis. GateWay follows a comprehensive process which supports evaluation of strategic planning and allows for continuous improvement. The College has an annual report process whereby each program and department evaluates its accomplishments of goals and objectives and documents the results and future issues for consideration. The department and program level goals tie directly to the institutional goals. In addition, every five-years each program and department undergo a rigorous program review which further supports continuous improvement through modification of goals, objectives, and action plans. Both the annual report and program review is submitted in May of the year completed.

The strategic goals at the institutional level are evaluated each summer as part of the planning process in order to inform the Administrative team during their fall retreat as the cycle continues

each year. The process impacts the planning process at the institution level as well as the District level through the following process:

- Administrative Team reviews outcomes of strategic goals assessment for prior year
- Administrative Team drafts potential new goals and objectives based on goals assessment
- Draft goals presented to Strategic Planning Committee
- Draft goals communicated electronically and via campus-wide strategic conversations for feedback
- Goals finalized and formally approved by Strategic Planning Committee
- College plan submitted to District linking college/unit plans to Board goals and strategic directions
- District update of strategic plan for presentation to the Governing Board

In summary, GateWay has, through a process of continuous improvement initiated by the self-study process, formalized and implemented a strategic planning process. The College has successfully linked strategic planning to budget planning, engaged ongoing broad participation in the planning process, linked institutional strategic planning to district-wide strategic planning, and has provided for ongoing evaluation.

The following pages outline the Maricopa Skill Center's vision, mission, and goals for 2011-2014.



2011-2014

Vision: To transform potential in today's students into excellence in tomorrow's employees.

Mission: Through education and training, our graduates will possess the industry identified skills to meet the current and evolving workforce needs.

Goals:

- Continuously upgrade programs to meet the current and evolving needs of industry.
- Support student success by increasing graduation and placement rates while improving preparation for lifelong learning.
- Create an inclusive, welcoming, supportive and responsive institutional culture.
- Enhance the Skill Center's connection to and engagement in the community.
- Strategically leverage, grow, and utilize resources to ensure student success, responsible stewardship, and sustainability.

Goals and Objectives

Continuously upgrade programs to meet the current and evolving needs of industry.

- Increase the number of short-term, flexible courses and programs
- Create a Northwest Valley Skill Center in response to industry/client needs
- Institute ongoing evaluative processes in instructional and service areas
 - Create annual report process
 - Develop IR website
 - Obtain feedback from employers on 100% of students placed

Support student success by increasing graduation and placement rates while improving preparation for lifelong learning.

- Expand tutoring opportunities for students
- Increase by 10% each year the number of students receiving certificates
- Create 2 new articulation pathways (stacked certificates/credentials) for students
- Create student government
- Increase specific activities for students
- Develop mentoring program for students

Create an inclusive, welcoming, supportive and responsive institutional culture.

- Create one-stop enrollment process
 - Re-align Admissions/Records Department to provide for advisor positions assigned in relation to specific programs
 - Continuously train staff for one-stop coverage in enrollment areas
 - Create a physically supportive and inviting area for students in enrollment services
 - Utilize pre-assessments for all students entering MSC

- Increase student satisfaction with the enrollment process, and with services/programs provided throughout enrollment
 - Implement surveys for students, staff and the community to obtain continuous feedback
 - Develop action plans based on survey results, to address areas for potential growth as a campus
- Effectively utilize available technology to increase campus-wide communication
 - Implement digital signage throughout campus to notify staff, students and visitors of important events and updates
 - Utilize Sharepoint to more effectively share information
- Improve internal communications
 - Routinely train all staff on campus-wide information, leading to well-informed staff, thus supporting positive student/staff interaction
 - Implement new staff orientation to introduce all employees to MSC
 - Increase directional and informational signage throughout campus to direct visitors to appropriate destination
- Expand self-service options for students across campus
 - Empower students to independently handle tasks by providing them with accurate information throughout their enrollment
 - Establish additional kiosks throughout campus to assist with student self-service

Enhance the Skill Center’s connection to and engagement in the community.

- Host quarterly Agency Meetings
- Encourage opportunities for local resident to utilize Skill Center services
- Create a Workforce Development Office
- Increase amount of volunteer hours by staff and students by 5%
- Increase student leadership opportunities

Strategically leverage, grow, and utilize resources to ensure student success, responsible stewardship, and sustainability.

- Create opportunities to expand green programs and campus locations.
- Leverage MCCCCD resources and provide professional development funding to staff for grant writing seminars
- Increase scholarship opportunities for students by 25%
- Develop an annual campaign to benefit students and staff with the goal of 85% staff participation the first year

FY 2011-12 Operational Plans

College / District Unit: Maricopa Skill Center			
Strategic Direction: Develop and implement systemic student success strategies to positively impact student retention and goal completion.			
Strategic Goal	Measurable Outcome	Target Years	Responsible Person
Support student success by increasing graduation and placement rates while improving preparation for lifelong learning.	Expand tutoring opportunities for students	2011-2014	Director of Instruction
	Increase by 10% each year the number of students receiving certificates	2011-2012	Director of Instruction
	Create 2 new articulation pathways (stacked certificates/credentials) for students.	2011-2012	Director of Instruction
	Create student government	2011-2012	Administration
	Increase specific activities for students	2011-2012	Administration
	Develop mentoring program for students	2011-2012	Marketing/Recruitment

College / District Unit: Maricopa Skill Center			
Strategic Direction: Maximize stakeholder access to the Maricopa Colleges' facilities, programs, and services.			
Strategic Goal	Measurable Outcome	Target Years	Responsible Person
Create an inclusive, welcoming, supportive and responsive institutional culture.	Create one-stop enrollment process.	2011-2012	Enrollment Services Managers
	Increase student satisfaction with the enrollment process, and with services/programs provided throughout enrollment.	2011-2014	Enrollment Services Managers
	Expand self-service options for students across campus.	2011-2013	Director IT
Continuously upgrade programs to meet the current and evolving needs of industry.	Increase the number of short-term, flexible courses and programs	2011-2014	Director of Instruction
	Create a Northwest Valley Skill Center in response to industry/client needs		Executive Director

College / District Unit: Maricopa Skill Center			
Strategic Direction: Promote and support opportunities for students by enhancing learning environments and delivery options, student retention and success strategies and quality teaching and learning.			
Strategic Goal	Measurable Outcome	Target Years	Responsible Person
Support student success by increasing graduation and placement rates while improving preparation for lifelong learning.	Expand tutoring opportunities for students	2011-2014	Director of Instruction
	Increase by 10% each year the number of students receiving certificates	2011-2012	Director of Instruction
	Create 2 new articulation pathways (stacked certificates/credentials) for students.	2011-2012	Director of Instruction
	Create student government	2011-2012	Administration
	Increase specific activities for students	2011-2012	Administration
	Develop mentoring program for students	2011-2012	Marketing/Recruitment

College / District Unit: Maricopa Skill Center			
Strategic Direction: Enhance internal collaboration and increase external partnerships.			
Strategic Goal	Measurable Outcome	Target Years	Responsible Person
Create an inclusive, welcoming, supportive and responsive institutional culture.	Effectively utilize available technology to increase campus-wide communication	2011-2014	Executive Director
	Improve internal communications	2011-2012	Executive Director, Coordinator Marketing
Enhance the Skill Center's connection to and engagement in the community.	Host quarterly Agency meetings	2011-2014	Executive Director
	Increase amount of volunteer hours by staff and students by 5%	2011-2012	Asst. Director Administrative Services
	Create a Workforce Development Office	2011-2012	Director of Instruction

College / District Unit: Maricopa Skill Center			
Strategic Direction: Identify and pursue new and existing revenue sources while promoting cost effectiveness.			
Strategic Goal	Measurable Outcome	Target Years	Responsible Person
Strategically leverage, grow, and utilize resources to ensure student success, responsible stewardship, and sustainability.	Leverage MCCCDCD resources and provide professional development funding to staff for grant writing seminars.	2011-2013	Executive Director
	Increase scholarship opportunities for students by 25%.	2011-2014	Director Financial Aid
	Develop an annual campaign to benefit students and staff (with the goal of 85% staff participation the first year).	2011-2013	Coordinator Marketing
	Create opportunities to expand green programs and campus locations.	2011-2012	Executive Director, Director of Instruction

College / District Unit: Maricopa Skill Center			
Strategic Direction: Recruit, develop and retain a quality diverse workforce.			
Strategic Goal	Measurable Outcome	Target Years	Responsible Person
Create an inclusive, welcoming, supportive and responsive institutional culture.	Effectively utilize available technology to increase campus-wide communication	2011-2014	Executive Director
	Improve internal communications	2011-2012	Executive Director, Coordinator Marketing

College / District Unit: Maricopa Skill Center			
Strategic Direction: Maintain a strong identity that reflects its role in and value to the community.			
Strategic Goal	Measurable Outcome	Target Years	Responsible Person
Enhance the Skill Center's connection to and engagement in the community.	Host quarterly Agency meetings	2011-2014	Executive Director
	Increase amount of volunteer hours by staff and students by 5%	2011-2012	Asst. Director Administrative Services
	Create a Workforce Development Office	2011-2012	Director of Instruction
Continuously upgrade programs to meet the current and evolving needs of industry.	Increase the number of short-term, flexible courses and programs	2011-2014	Director of Instruction
	Create a Northwest Valley Skill Center in response to industry/client needs	2011-2012	Executive Director
	Institute ongoing evaluative processes in instructional and service areas	2011-2012	Director of Instruction

Strategic Planning Goal Alignment

MCCCD Strategic Direction	MCCCD Governing Board Goals	GWCC Strategic Goals	MSC Strategic Goals
Develop and Implement Student Success Strategies	Student Development Services – Students will be provided programs and services that further increase retention and support their learning, educational and employment/career goals.	<p>Improve the retention of students through the achievement of their education or training goals.</p> <p>Increase the number of students who achieve their education or training goals, complete a degree or certificate, transfer to a university, and/or complete a workforce credential.</p>	<p>Continuously upgrade programs to meet the current and evolving needs of industry.</p> <p>Support student success by increasing graduation and placement rates while improving preparation for lifelong learning.</p>
Maximize Access	Student Development Services – Students will be provided programs and services that further increase retention and support their learning, educational and employment/career goals.	Provide access to high-quality education for all students and strengthen educational pathways through increased educational and business partnerships.	Create an inclusive, welcoming, supportive and responsive institutional culture.
Enhance Learning Environments and Delivery Options	<p>Developmental Education – Students demonstrate competencies in below 100 level courses</p> <p>University Transfer Education and General Education – Students will demonstrate post-secondary competencies in communication, reading, the humanities, science, critical thinking, problem solving, computer and information literacy, and mathematics.</p> <p>Students will experience a seamless transfer to baccalaureate degree granting institutions.</p> <p>Workforce Development – Colleges will collaborate with private, public and community partners to identify and respond to recruitment, training, and educational needs.</p>	<p>Improve the retention of students through the achievement of their education or training goals.</p> <p>Increase the number of students who achieve their education or training goals, complete a degree or certificate, transfer to a university, and/or complete a workforce credential.</p>	Continuously upgrade programs to meet the current and evolving needs of industry.

MCCCD Strategic Direction	MCCCD Governing Board Goals	GWCC Strategic Goals	MSC Strategic Goals
Enhance Internal Collaboration and Increase External Partnerships	Teacher Education – Colleges will work with community partners to develop programs and services to recruit and prepare students to become preK-12 teachers to serve our communities.	Enhance civic, social, and cultural engagement opportunities by serving as the community’s college. Expand and leverage resources that enhance the college’s impact in the community through economic and workforce development.	Create an inclusive, welcoming, supportive and responsive institutional culture. Enhance the Skill Center’s connection to and engagement in the community.
Pursue Revenue Sources and Promote Cost Effectiveness		Expand and leverage resources that enhance the college’s impact in the community through economic and workforce development. Strategically leverage, grow, and utilize resources to ensure student success, responsible stewardship, and sustainability.	Strategically leverage, grow, and utilize resources to ensure student success, responsible stewardship, and sustainability.
Recruit, Develop and Retain a Quality Diverse Workforce	Workforce Development – Students will complete occupational programs or courses with skills sought by employers.		Create an inclusive, welcoming, supportive and responsive institutional culture.
Maintain a Strong Identity	Diversity – Students will be served by faculty and staff who reflect the communities we serve and who create an environment of equity and mutual respect of each person. Continuing/Community Education – Community members will be provided opportunities for personal interest and development to include forums, dialogs for balanced views of contemporary, civic, and public issues.	Enhance civic, social, and cultural engagement opportunities by serving as the community’s college.	Enhance the Skill Center’s connection to and engagement in the community.

APPENDIX A

Maricopa Skill Center Strategic Planning 2011-2014

APPENDIX A-1
Maricopa Skill Center
Strategic Planning Committee

Sue Kater
Executive Director

Ellen Gallagher
Director of Instruction

John Naughton
Assistant Director,
Administrative & Support Services

Bill Hart
Director, College Educational Services

C.J. Wurster
Program Manager, BCTS

Ed Ramoni
Acting Program Manager,
Trades

Becki Lorimor
Program Manager, Health Services

Kim Richardson
Program Manager,
Cutting Edge Style Academy

Mary Hodder
Coordinator, Admissions & Records

Julie Hancock
Coordinator, Financial Aid
Student Enrollment Services

Kristy Warfield
Business Office Coordinator

Rainie Dionne
Workforce Development

DeNean Phillips
Network Technician

Jose Candanedo
Director, Information Technology

Daniel Adonis
Coordinator, Career Services

Sherri Guthrie-Moore
Office Assistant

Margaret Shortridge
Instructor, BCTS

Rebecca Fracchia
Industry Liaison

Sidney Dietz
Manager, College Fiscal Services

Suzanne Ringle
Director, Financial Aid

[APPENDIX A-2](#)
GateWay Community College

Sample Budget Request Form

[Home](#) | [Make a Request](#) | [My Requests](#) | [My Accounts](#) | [Management Tools](#) | [Sign-off wofe](#)

ABPS 2005/2006

Budget Request Form

Requests of this type are not currently being accepted, except from Budget Team members.

If you have questions, contact [Mark Velarde](#) (602-286-8327)

Unit Making Request

Division Making Request

Department Making Request

Program type

 Existing program New program

Includes new positions?


 No Yes

Briefly summarize request

(150 character limit)

Non-position items needed

(Temporary wages, equipment repair, supplies, capital, etc. Dollars will be rounded.)

 For each item you wish to add, you must click the "Add item to this request" link below.

Item description

Item cost

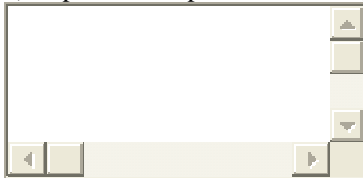
\$

[Add item to this request](#)

Item description	Cost	
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No items have been added

1) Explain the expected outcome(s) should this request be funded



(2000 character limit)

2) GateWay Strategic Goals

Provide access to high-quality education for all students and strengthen educational pathways through increased educational and business partnerships.

Strategically leverage, grow, and utilize resources to ensure student success, responsible stewardship, and sustainability.

Improve the retention of students through the achievement of their education or training goals.

Increase the number of students who achieve their education or training goals, complete a degree or certificate, transfer to a university, and/or complete a workforce credential.

Enhance civic, social, and cultural engagement opportunities by serving as the community's college.

Expand and leverage resources that enhance the college's impact in the community through economic and workforce development.

3) Governing Board Goals

Match to current MCCCD goal statements.