



# Strategic Planning, Our Next Steps

Gaston College Strategic Planning Process  
January 2023 - November 2023

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## TIMELINE & HOW TO GET INVOLVED<sup>1</sup>



### Strategic Planning Timeline

#### ***Phase I – Research and Discovery, January - March 2023***

After kicking off the strategic planning process at our convocation meeting in January, faculty, staff, students, and community members are invited to participate in various listening sessions to share their thoughts on priorities in the next strategic plan. For those who are unable or not interested in sharing feedback in a live session, there are additional opportunities for participation through surveys and individual feedback forms.

#### How to Get Involved

- Participate in a listening session. Locations, dates, and targeted audiences are listed below.
- Complete the Gaston College Strategic Planning - General Survey that was sent out in late January.
- Students will complete the Student Satisfaction Survey between February 1 and February 15, 2023.
- Invite a member of the Strategic Planning Committee to facilitate a brief conversation at your advisory board, department, committee, or division meeting
- Facilitate a strategic planning discussion or activity (examples in this booklet) within your department and share feedback with the committee. Email feedback from this discussion to [strategicplan@gaston.edu](mailto:strategicplan@gaston.edu)
- Email individual suggestions to [strategicplan@gaston.edu](mailto:strategicplan@gaston.edu)

<sup>1</sup>The [Envisioning the Future, Planning Out Next Steps Guidebook](#) used in the 2021 Davidson-Davie Community College strategic planning process served as a model for this strategic planning document, informing both the structure and example exercises.

## Listening Sessions Schedule

Campus	Target Audience	Date	Time	Location
Dallas	Board of Trustees (BOT)	Friday, February 10, 2023	11 a.m. to 12 p.m.	Gaston Country Club
Dallas	Students	Tuesday, February 21, 2023	12 p.m. to 1 p.m.	RCB 126
Dallas	Faculty/Staff	Wednesday, February 22, 2023	1 p.m. to 3 p.m.	RCB 126
Kimbrell	Students/Faculty/Staff	Monday, February 27, 2023	1 p.m. to 3 p.m.	KCC 118
Lincoln	Students/Faculty/Staff	Tuesday, February 28, 2023	12 p.m. to 2 p.m.	LC 139
Lincoln	Community Members	Tuesday, March 14, 2023	9 a.m. to 11 a.m.	LC 139
Dallas	Community Members	Thursday, March 16, 2023	9 a.m. to 11 a.m.	Myers Center Auditorium
Kimbrell	Community Members	Tuesday, March 21, 2023	2 p.m. to 4 p.m.	KCC 118
Dallas	Students	Monday, March 27, 2023	12 p.m. to 1 p.m.	RCB 126
Dallas	Faculty/Staff	Tuesday, March 28, 2023	1 p.m. to 3 p.m.	RCB 126
Online	Students	Friday, April 14, 2023	9 a.m. to 10 a.m.	Zoom
Online	Faculty/Staff	Friday, April 21, 2023	9 a.m. to 11 a.m.	Zoom

### ***Phase II: Mission and Vision Evaluation – April – May 2023***

In April, the Strategic Planning Committee will begin a review of the College’s Mission and Vision statements. The Southern Association of Colleges and Schools Commission on Colleges (SACS-COC) core requirement 2.1 requires that: *The institution has a clearly defined, comprehensive, and published mission specific to the institution and appropriate for higher education. The mission addresses teaching and learning and, where applicable, research and public service.* In addition, Principle of Accreditation 4.2.a states that: *The governing board ensures the regular review of the institution’s mission.* To meet these standards, Gaston College reviews the mission as part of every strategic planning process.

#### How to Get Involved

- Continue to send ideas and feedback to [strategicplan@gaston.edu](mailto:strategicplan@gaston.edu). We will monitor the email for feedback during the entire planning process.
- Invite a member of the Strategic Planning Committee to facilitate a brief conversation at your advisory board, department, committee, or division meeting concerning the College Mission and Vision statements.

### ***Phase III: Identify Themes and Drafting, June – August 2023***

In June, the Strategic Planning Committee will begin to organize and analyze the information gathered in the research and discovery phase. We will identify themes and begin drafting the strategic plan based on the ideas and feedback from Gaston College community. At this stage, we will also share data and analysis with the Board of Trustees to gain their insight into our planning and drafting process.

#### How to Get Involved

- Continue to send ideas and feedback to [strategicplan@gaston.edu](mailto:strategicplan@gaston.edu). We will monitor the email for feedback during the entire planning process.
- Invite a member of the Strategic Planning Committee to facilitate a brief conversation at your advisory board, department, committee, or division meeting that was not able to be scheduled in Phase I.

### ***Phase IV: Feedback and Revisions, September – October 2023***

Once the first draft is written, the Strategic Planning Committee will share it with the Gaston College community for additional feedback. In this second round of feedback, faculty, staff, students, and community members will be asked to read the draft and identify areas the committee has missed, overemphasized, or underemphasized in the drafting process. The committee will also share the areas where we heard feedback from the community that are not included in the plan draft and why they may not be a strategic priority at this time. After receiving additional feedback from the community, we will make revisions and finalize the plan.

#### How to Get Involved

- Read the draft when it is shared with the campus community.
- Participate in a feedback session to share thoughts on the draft and areas for improvement.
- Complete the online draft feedback form and submit it to the committee.
- Email individual suggestions to [strategicplan@gaston.edu](mailto:strategicplan@gaston.edu).

### ***Phase V: Final Plan Approval – November 2023***

After multiple rounds of feedback and drafting, the committee will present the final version of the strategic plan to the Board of Trustees for approval. Upon Board approval, the College will share the plan with the community and prepare for implementation.

#### How to Get Involved

- Share the plan with your team and begin having discussions about the ways your team will work towards the objectives of the new plan. Our goal is for every area to see themselves in some parts of the new plan, but not that every area will be working on each individual theme or objective. You may also start thinking about ways to align your area's annual planning with the strategic plan.

## Optional Exercises for Individuals, Departments, Or Other Groups

### Discussion Prompts

#### *Mission and Vision*

- How do priorities at the college align with the stated mission and vision?
- Are there elements of the mission and vision statements that are not prioritized? Provide examples.

**Mission:** Gaston College is dedicated to providing flexible, high-quality and accessible learning opportunities that are relevant and responsive to diverse regional, community and student needs.

#### **Activities in Support of the Mission:**

- Provides comprehensive Associate in Applied Science (A.A.S.) degree programs designed primarily to prepare students to enter the workforce.
- Provides diploma and certificate programs consisting of a sequence of courses that frequently can be completed in one year or less by full-time students. These programs are intended for individuals seeking employment in a specific occupation.
- Provides Associate in Arts (A.A.), Associate in Science (A.S.), and Associate in Fine Arts (A.F.A.) degree programs primarily designed to prepare students to transfer to a four-year college or university.
- Provides developmental education to prepare students for entry into a degree, diploma, or certificate program.
- Provides adult literacy, English as a Second Language, and high school diploma or equivalency for students seeking to improve basic skills, complete high school requirements, prepare for the workforce, or enter post-secondary education.
- Provides continuing education programs for individual, personal, and professional development and for employee education and training to satisfy the skill development needs of business, industry, and public agencies.
- Assures quality in all educational programs by measuring performance on a set of well-established criteria and by identifying and analyzing program needs.
- Assures quality instruction by establishing effective, innovative, and professional teaching practices; by frequent evaluation of instructor effectiveness; and by updating methods, materials, technology, equipment, and facilities.
- Provides support services for all students, including services for students with disabilities and other special needs to support student success and completion of academic goals.
- Promotes collaborative relationships with school systems, colleges and universities, and with business and industry.
- Promotes positive relationships with the community and provides services that support economic, educational, and cultural efforts.
- Promotes access to educational programs through off-campus offerings and through distance-learning opportunities.

**Vision:** Gaston College aspires to be the college of first choice by providing exceptional learning opportunities that engage and empower students to achieve lifelong success.

### ***Student Success***

- What are the elements of Gaston College's culture, programs, and policies that support student success across the institution?
- What are the elements of Gaston College's culture, programs, and policies that hinder student success or conflict with student success initiatives?

### ***Faculty/Staff Experience***

- What experiences have you had that made you feel valued as a Gaston College employee?
- Do you feel that Gaston College embraces your diverse experiences and identities in your work? Why/why not? How could this be improved?
- What kinds of professional development would support your learning and growth? How can Gaston College support your professional development goals?

### ***External Trends, Opportunities, and Challenges***

- How well do you think Gaston College is prepared to navigate external trends in the next 3-4 years?
- What are some ways we could be better prepared for this changing environment?

Some of these challenges and opportunities might include enrollment decline, new ways of learning and working virtually, more diverse student populations, adapting to external forces/demands, etc.

### ***Community Partnerships***

- What elements of Gaston College community partnerships have been successful? What makes these local and global partnerships a success?
- In what ways do local partnerships support Gaston College students, faculty, and staff?
- Are there community partnership opportunities that the college is not taking advantage of, but should? What are they?

**Start - Stop - Continue**

While this process will bring up many new ideas and initiatives that the college will implement, we must consider ways to balance new initiatives with programs we currently offer. Additionally, we know that we cannot continue to add new things without reevaluating what we no longer need. Use this Start - Stop - Continue exercise to have a conversation with your team to determine efforts you believe the college should start, stop, or continue within the next 3-4 years.

Start	Stop	Continue
What should Gaston College be doing as part of the new strategic plan? What new ideas or initiatives should we explore that align with our mission, vision, and values?	What initiatives or programs should Gaston College stop doing to make time and energy for new initiatives that support student success?	What initiatives should we continue pursuing because we know they are effective? You may also want to include initiatives that were recently added that we may not know the outcomes.

**Gaston College Today vs. Gaston College in 2028**

Use the following chart as a template to discuss certain aspects of Gaston College’s culture today and what you would like to see at the end of the strategic plan. The left column provides a few suggestions for discussion topics.

	Gaston College Today	Vision for Gaston College in 2028
Providing “innovative and equitable learning experiences”		
Diversity, equity, and inclusion		
Faculty and staff workplace culture		



## Survey Questions for Advisory Boards/Industry Meetings

As a Gaston College Advisory Board member or industry partner, you are a valuable resource for Gaston College CTE programs. Please discuss/complete this short survey to help us improve our educational offerings and industry partnerships.

1. Business name or type of industry:
2. Where is your business growing and what are the priorities?
3. Are our CTE programs aligned to your projected job openings? For CTE programs with low student enrollment/interest and high industry demand, what can we do better to meet your hiring needs?
4. Is there additional content needed in our CTE programs that would allow them to better align with employer demand? Are there specific industry standards that need to be incorporated into our educational programs?
5. Are there work-based learning (internship) opportunities in your industry?
6. Are there emerging occupations in your industry? If so, what are they?
7. Do you have any ideas about how to better recruit CTE faculty/adjuncts?
8. What opportunities exist in your industry for students in special populations (students with disabilities, English learners, veterans, economically disadvantaged, homeless, for example)?
9. If we were to do one thing that would dramatically increase the value we are providing and improve your business, what would you ask us to do?
10. Optional – Name, email

Link to Survey - <https://www.surveymonkey.com/r/KZ8KJ9R>

QR Code for Survey:



## Strategic Planning Committee

**Dr. Lisa Albright-Jurs**  
*Dean, Career & Technical  
Education*

**Josh Allen**  
*Principal, Gaston Early College  
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*Vice President, Finance,  
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**Todd Baney**  
*Vice President, Human  
Resources, Organization  
Development & Safety*

**Brian Bookout**  
*Dean, Arts and Sciences*

**Beverley Bowman**  
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**Jasmine Cox**  
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**Calvin Craig**  
*Dean, Learning Resources*

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**Dr. Dewey Dellinger**  
*Executive Vice President,  
Academic & Student Affairs*

**Shohn Doty**  
*Athletic Director/Head Coach  
Men's Baseball*

**Sam Grubbs**  
*Instructor, Economics and  
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**Cathis Hall**  
*Manager WSGE Radio Station*

**Sidney Hare**  
*SGA President, Student*

**Jill Hendrix**  
*Coordinator, Apprenticeship and  
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**Renita Johnson**  
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**Zach Kendra-Dill**  
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**Meagan Lingerfelt**  
*Coordinator, Student Life and  
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**Talmadge McGinnis**  
*Chief of Campus Police*

**Savonne McNeill**  
*Chief Information Officer*

**Dr. Lori Metcalf**  
*Dean, Health and Human  
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**Mack Millen**  
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Social  
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**Ungina Perkins**  
*Director, Financial Aid and  
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**Leslie Pressley**  
*Director, Nursing*

**Alisa Roy**  
*Director, Students Registration  
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**Dr. Audrey Sherrill**  
*Vice President, Student Affairs*

**Manraj Singh**  
*Managing Director of  
Purchasing & Auxiliary Services*

**Greg Smith**  
*Vice President for Economic and  
Workforce Development*

**Sid Sowers**  
*Faculty Senate  
President/History & Political  
Science Instructor*

**Eric Styles**  
*Director, Student Success and  
Retention*

**Luke Upchurch**  
*Chief Development  
Officer/Executive Director, GC  
Foundation*

**Tanisha Williams**  
*Director, Admissions*

**Charles Wilson**  
*Director, Bookstore & Food  
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**Dr. Heather Woodson**  
*Vice President, Academic Affairs*