GBC Strategic Plan Assessment Annual Report 2022-2023

MISSION
Transforming lives through education

Vision
Great Basin College will prepare students for lifelong learning in an evolving global workplace.

Philosophy
The dedicated faculty, staff and administration of Great Basin College meet the needs of our students, business and industries, and the State of Nevada, by providing robust instruction for careers in an evolving workplace. We provide a flexible mixture of degrees, certificates, workforce training, and community education along with open access, innovative delivery and a commitment to an equitable learning and working environment.

Progress is recorded under status as:

1. On Track: Planned outcomes will be or have been accomplished by stated timeline
2. Slightly Off Track: Some outcomes not met, or concerns about meeting some future outcomes; final outcomes and deadline are not currently threatened significantly
3. Off Track: Outcomes and/or deadlines will not be met, and contingency plans must be established

The data and reporting generated by this report will be collected throughout the year. The results will be reviewed by August 30th of the following fall with an action plan created by September 30th.

Strategic Plan Themes, Goals and Objectives
(Assessment will be evaluated and reported annually).
Theme 1: The Student Experience
Goal: Increase the percentage of students pursing and completing their educational goals through Great Basin College providing affordable, flexible, and equitable opportunities.

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Objective 1.1	Student Success: Support the student's journey from point of contact to program completion or transfer.	
Owner: Academic Affairs	1.1.1 Improve and expand educational programs from dual enrollment through bachelor's degree opportunities with well-lighted pathways.	**Status**
Indicators	A. Annually, identify one education program opportunity based on workforce input through employer surveys sent during the summer for the previous year. B. Increase dual enrollment program pathways by 1 annually. C. 75% of student survey respondents will be satisfied with their courses and programs.	
Results		
Action Plan		
Owner: Recruitment and advising	1.1.2 Create clear pathways to enrollment through effective recruitment and advising.	**Status**
Indicators	A. Identify one program that could use a cohort model annually. B. The catalog will indicate which semester courses will be offered. To be completed by Spring 2025.	
Results		
Action Plan		
Objective 1.2	Student Satisfaction: Increase student satisfaction with their variety of experiences at GBC.	
Owner: Institutional Research	1.2.1 Increase the percentage of GBC students who believe GBC has contributed to their personal and professional development by meeting their educational goals.	**Status**
Indicators	A. 80% percent of graduate survey respondents will be satisfied with their GBC educational experience. B. Each academic department will create and deliver at least one student personal or professional development opportunity annually.	
Results		
Action Plan		
Owner: Institutional Research	1.2.2. Measure student job placement and solicit feedback from alumni and employers for their satisfaction with a GBC education (IR).	**Status**

Indicators	A. 75% percent of student survey respondents who are seeking employment are in a position related to their education discipline 1 year after graduation. B. 75% of employers and stakeholders are satisfied with GBC's Academic education from the employer survey.
Results	
Action Plan	
Objective 1.3	Student Retention and Completion: Assess and improve student retention from course to degree completion or transfer.
Owner: Institutional Research	1.3.1 Monitor student enrollment and success, with an emphasis on disaggregated data, and apply resources efficiently to meet challenges to retention and success (IR).
Indicators	**Credit Momentum** A. Increase the percent of part-time students who enroll in the fall semester that complete 12 or more credits in their first year by 5%. B. Increase the percent of full-time students who enroll in the fall semester that complete 24 or more credits in their first year by 5%. C. Increase the percent of CTE students who enroll in the fall semester that complete 24 or more credits in their first year by 5%. **College Level Course Completion (There should be 2 categories: first time college students and dual enrollment).** A. Increase the percentage of students who complete ENG 100 or 101 and ENG 102 or other general education English requirement in their first year. B. Increase the percentage of students who complete mathematical reasoning courses in their first year (MATH116/116E, MATH 120/120E or MATH 126/126E). C. Decrease DWF rates in all academic credit courses to 40% or below. **Graduation** A. Increase percentage of students graduated within 3 years to 6 years (150%) depending on degree by 2% per year. B. Increase percentage of non-traditional completers based on age/gender/ethnicity.
Results	
Action Plan	

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Owner: Admissions and Distance Education	1.3.2 Provide an education through a rich mix of course delivery options, scheduling choices, and additional approaches to student achievement.	**Status**
Indicator	A. Monitor enrollment and completion rates by location and/or delivery method (live, IAV, hybrid, online) to assure there is not a barrier to success.	
Results		
Action Plan		

Theme 2: Inclusion, Diversity, Equity, Access and Sustainability (IDEAS)

Goal: Enhance IDEAS across all college operations and services.

Objective 2.1	Access: Remove barriers to student access and opportunities.	
Owner: **Student Finance and Institutional Research**	2.1.1. Improve the college culture of understanding of student access barriers.	**Status**
Indicators	A. Gather FAFSA data to identify the specific student barriers to enrollment to create an action plan to be completed in Spring of 2023. B. Utilize mental health survey to gain a better understanding of student's access barriers to graduation. This review will be completed in Spring of 2023 with the development of an action plan. C. Review and develop bilingual print and digital material across the college to be completed by June 30, 2025. (Ask Karrie if this is feasible-Amber).	
Results		
Action Plan		
Owner: **Deans/CTE Director**	2.1.2. Promote more flexible scheduling and instructional delivery formats to be inclusive of student's needs.	**Status**
Indicator	A. Increase percent of student survey respondents who is satisfied or higher that GBC meets their scheduling and instructional delivery format expectations.	
Results		

Action Plan	

Objective 2.2	Diversity: Focus on inclusive and equitable practices.	
Owner: Academic Affairs	2.2.1. Identify and provide training each semester to focus on inclusive and equitable practices.	**Status**
Indicators	A. Title IX training will be completed at 100% annually. B. All faculty and staff will attend at least 1 training per semester related to diversity, inclusion, and equity.	
Results		
Action Plan		
Owner: Human Resources	2.2.2. Recruit and retain diverse exceptional faculty and staff.	**Status**
Indicators	A. Review data collected from applicants to verify application pool is encompassing a diverse faculty and staff. B. Develop survey tool and collect data from current employees retained greater than 2-years, as well as those employees exiting, on inclusive and equitable practices.	
Results		
Action Plan		

Theme 3: Workforce Development		
Goal: Provide a skilled and knowledgeable workforce.		
Objective 3.1	Partnerships, Collaborations, and Outreach: Build relationships and collaboration opportunities to provide seamless connections between community colleges, high schools, universities, and employers.	
Owner: President/Vice President	3.1.1. Continue to build the relationship with the University of Nevada, Reno as we collaborate and align our purpose, mission, and operations.	**Status**
Indicator	A. Increase collaborations by 3 for 2022-2023 and re-evaluate for the next year.	
Results		

Action Plan		
Owner: **Deans and Executive Director of CTE**	3.1.2. Engage with employers and industry associations to collaboratively develop a workforce ready pipeline by identifying GBC students who have taken dual enrollment CTE courses and have graduated from GBC.	**Status**
Indicators	A. There will be a 75% job placement rate average for a five-year period for CTE graduates who are seeking employment. (IR Department) B. 75% or more on the employer survey will check satisfactory or above for meeting their needs.	
Results		
Action Plan		

Theme 4: Community (Continuing Education, Marketing, and Alumni)		
Goal: Lifelong Learning and Collaborations: Create lifelong learning opportunities and partnerships with the communities we serve.		
Objective 4.1	Develop and promote new continuing education and programming opportunities for community engagement.	
Owner: **Academic Affairs**	4.1.1. Identify and define program offerings from stakeholders within GBC service areas.	**Status**
Indicator	A. Establish 2 new educational opportunities per year that have been identified through community focus group discussions by campus directors and/or advisory groups.	
Results		
Action Plan		
Objective 4.2	Develop an alumni-relationship program to mentor students and increase connections within the communities.	
Owner: **Foundation**	4.2.1 Re-establish and maintain a GBC alumni association, to be managed by the Foundation using graduate data.	**Status**
Indicators	A. Identify the feasibility to hire a staff member to support the alumni association by June 30, 2023. B. The Alumni Association will be a financially self-sustaining organization under the GBC Foundation by June 30, 2025.	

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Results	
Action Plan	

Objective 4.3	Implement data-driven marketing strategies to increase and strengthen community outreach.	
Owner: **Foundation/** **Communication**	4.3.1 Leverage social media to engage with key audiences to support enrollment efforts (Communication Department).	**Status**
Indicators	A. Expand user generated content monthly by including student driven content from each of our four locations. C. Create video content for each department to be shared on GBC Social Media Platforms as well as paid advertising on YouTube and Google Ads. D. Provide customer service and reputation management by tracking and responding to relevant comments and conversations within one business day.	
Results		
Action Plan		

Theme 5: Institutional Effectiveness

Goal: Institutional Effectiveness: Demonstrate a continuous process to assess institutional effectiveness—from course to program to institution—using disaggregated data to define mission fulfillment.	
Objective 5.1	**Empower the institution to make effective change by developing a strategy of continuous improvement.**

Owner: **Academic Affairs** **and Institutional** **Research**	5.1.1. Monitor GBC's internal and external environments to effectively respond to emerging patterns, trends, and expectations.	**Status**
Indicators	A. Of stakeholder/employers surveyed who respond to contact attempts, 75% will report GBC programs are addressing workforce needs to be implemented in summer of 2023. B. Of the graduates who respond to contact attempts, 75% will report employment in a field of their preferred choice of those students seeking employment to be sent in the summer of each year.	
Results		

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Action Plan		
Owner: **Academic Affairs and Institutional Research**	5.1.2. Review leading indicators to create an action plan for future needs.	**Status**
Indicators	A. Identify one high demand occupation outlined by the Bureau of Labor Statistics (BLS) for future educational opportunities to fulfill workforce needs at GBC, per year. B. Evaluate and annually assess GBC Advisory board's feedback regarding future needs.	
Results		
Action Plan		
5.2.	**Improve and inform decision-making through increased access to comprehensive, timely, and quality data.**	
Owner: ALO and Institutional Research	5.2.1. Implement our closing-the-loop continual improvement process and annually review outcomes to align with the NSHE strategic plan metrics for institutional effectiveness.	**Status**
Indicator	A. An annual review of the GBC Strategic Plan Assessment and Institutional Effectiveness report to result in an action plan to be completed no later than August 30th of the following fall with an action plan developed and implemented by September 30th.	
Results		
Action Plan		
Owner: **Academic Affairs and Institutional Research**	5.2.2. Analyze and publish disaggregated indicators of student achievement to implement strategies and deploy resources for mitigation of perceived gaps in equity and success.	**Status**
Indicators	A. Student enrollment, retention and graduation rates will be updated annually on the GBC website. B. Annually review the strategic plan assessment to develop improvement opportunities based on data.	
Results		
Action Plan		

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Theme 6: Resources		
Goal: Resources: Secure and sustain the resources necessary to maximize the College capacity for excellence.		
6.1	**Evaluate and improve available resources annually.**	
Owner: Academic Affairs/Student Affairs/ Finance Office/Grants Director	6.1.1. Use data and funding opportunities as a guide to utilize resources to meet the needs of GBC students and the institution.	**Status**
Indicators	A. A customer relationship management (CRM) system will be implemented to gather relevant data and inform strategic decisions by June 30, 2023. B. Of the students who respond to contact attempts, 75% will report GBC student support resources meet their needs.	
Results		
Action Plan		
Owners: Online Education and IT	6.1.2. Continually assess current technology trends that support continuous improvement.	**Status**
Indicators	A. A technology plan will be implemented to guide GBC's efforts to meet its technology needs by June 30, 2023. B. Faculty and staff will be surveyed annually to determine relevant needs. C. Conduct annual training on systematic software.	
Results		
Action Plan		
Owner: Executive Director of Finance and Administrative Services	6.1.3. Enhance the transparency and understanding of the budget process.	**Status**

Indicator	A. Implement consistent training to take place for proposing, monitoring, and reconciling departmental budgets.	
Results		
Action Plan		
Owner: Executive Director of Finance and Administrative Services/Grant Director	6.1.4. Develop a diverse revenue stream to maximize success and support our long-term growth.	**Status**
Indicator	A. GBC will actively cultivate one new corporate partnership that advances and sustains its mission. GBC will apply for funding from a minimum of two grants and/or other external sources.	
Results		
Action Plan		
6.2	**Promote a culture of professional development and the sustainable balance of mental, physical, and emotional wellness.**	
Owner: Academic and Student Affairs	6.2.1. Create professional development sessions to address a variety of needs and topics as indicated from an annual survey.	**Status**
Indicator	A. Develop and schedule a professional development process. These topics, attendance and survey of satisfaction will be tracked.	
Results		
Action Plan		

Overall Summary and Action Plan: