



Gila

COMMUNITY
COLLEGE

Strategic Plan 2025-2028

Board Approved: July 31, 2024

**GCC
Vision
Statement –
approved 04-02-2024**

Sharing a Vision

Always looking toward the future, Gila Community
College sees itself as...

the pride of the community,
the first choice for post-secondary education,
the first choice for vocational training and job skills
enhancement,
the provider of enrichment programs for all ages.

Gila Community College sees itself as the “hub for lifelong
learning...

valuing diversity and cultural differences,
imagining nothing as impossible,
holding itself to the highest ethical standards,
through devoted faculty and staff who take pride in their
work and share this vision.

Gila Community College is an organization constantly
creating the future.

Mission Statement

Gila Community College District is an exemplary provider of post-secondary education incorporating academic coursework, career development, technical training skills, and life enrichment programs. As an organization focused on lifelong learning and student success, the District strives to:

1. Offer high-quality affordable and student centric educational opportunities through in-person, hybrid, and distance education.
2. Embrace a culture that espouses diversified and increased enrollments, fiscal sustainability, and continuous quality improvement.
3. Partner with stakeholders to:
 - respond to their evolving needs, and
 - contribute to the viability, stability, and economic betterment of its communities.

Value Statement

Gila Community College adheres to the philosophy that education thrives in a community bound by academic integrity, ethical decision making, and institutional effectiveness. We nurture an environment where all can be heard and seen, and exemplify the following values:

- **Lifelong Learning**
We facilitate an educational pathway for all individuals in our learning community who strive to fulfill their potential in life.
- **Students**
We respect our students' life experiences, value their achievements, and appreciate their contributions to our learning community. They are the reason we exist.
- **Employees**
Our devoted faculty and staff personify the College's vitality and dedication to student success. We respect their life experiences, honor their individual contributions, and encourage their own professional development.
- **Diversity**
We celebrate diversity and the uniqueness of every individual as we work together to accomplish our mission.

Value Statement (continued)

- **Academic Freedom**
We respect individual rights and believe all employees and students should speak and act truthfully. We encourage open dialogue and the free exchange of views.
- **Honesty and Integrity**
We believe academic and personal truthfulness are essential, and that all students and faculty should exemplify ethical behavior and decision-making in the learning environment.
- **Equity and Fairness**
We advocate fair, impartial, consistent, and substantially equitable treatment for all students and employees.
- **Responsibility**
We expect employees to be accountable for their personal and professional actions, protect individual privacy in confidential matters, and maintain efficient and effective use of resources. We are all responsible for creating a learning environment that is both significant and meaningful.
- **Public Trust and Loyalty**
We honor the faith and confidence put in us as we prepare students for their role as productive world citizens.
- **Excellence**
We invite innovation, support creative problem-solving, and encourage risk-taking. We value teamwork, cooperation, and collaboration as integral to all our continuous improvement processes and endeavors.



College Strengths (Internal)

Core values

Resource management

Variety of course offerings

Community relationships

Positive economic impact

College Weaknesses (Internal)

Provisional district status for over 20 years

Resource challenges associated with being a provisional district

Ability to effectively communicate with stakeholders

Difficulty in attracting qualified faculty to rural setting

College Opportunities (External)

Become a fully-organized,
independent college district

Influence and support
legislative initiatives

Adapt to changing demographic
and cultural trends

Develop new partnerships –
Local/Regional/National

Harness the power of
technological advances



College Threats (External)

Funding sustainability

Adapting to demographic
and cultural shifts

Legislative challenges

Community/Economic
instability

Competitive environment

Goal #1 – Academic Performance

Offer high-quality affordable and student-centric educational opportunities through in-person, hybrid, and distance education modalities.

Objective #1 – Maintain tuition at or below median rate of all AZ CCs through 2028.

Objective #2 – Increase number of degree and certificate completions by 10% over 2024 baseline.

Objective #3 – Increase the number of enrichment course enrollments by 10% each year for three years.

Objective #4 – Provide Open Educational Resources (OER) in 15% of General Education courses by 2028.

Objective #5 – Expand distance education offerings to include a General Studies degree completely online by 2028.

Goal #2 – Operational Effectiveness

Embrace a culture that espouses diversity, enrollment growth, fiscal sustainability, and continuous quality improvement in all interactions and transactions.

Objective #1 – Increase FTSE of historically underserved populations by a minimum of 5% each year through FY27-28.

Objective #2 – Increase overall FTSE by 15% every year through FY27-28.

Objective #3 – Increase net position by 5% every year through FY27-28.

Objective #4 – Utilize the Institutional Performance Data Review process to build a data-informed annual plan based on continuous improvement goals set by the College Council.

Goal #3 – Stakeholder Engagement

Partner with stakeholders to:

1. respond to their evolving needs.
2. engage with our students to contribute to the viability, stability, and economic betterment of its communities.

Objective #1 – Expand number of Occupational Advisory Committee participants by at least 10% each year for three years.

Objective #2 – Increase the overall percentage of dual credit enrollments at Gila County high schools by 5% each year for three years.

Objective #3 – Develop and leverage Community Partnerships to increase grant funding each year through 2028.

Objective #4 – Increase CTE job placement rate each year through 2028.

Objective #5 - Conduct an annual exit survey of graduates to track transfers to 4-year universities, work-based learning, job placements, and salary information.

Key Performance Indicators (KPIs) - evaluating, measuring and documenting our success

Set FY2025-2026 baselines, then calculate annual KPI ratios as follows:

Academic Performance Ratios –

- GCC tuition rate/aggregated median of other AZ CC tuition rates.
- Degree completer #/total degree enrollee #.
- Certificate completer #/total certificate enrollee #.
- Enrichment course enrollment #/previous year enrollment #.
- Courses using open educational resources/total # of GE courses.
- Percentage of Gen Ed online degree/previous year.

Operational Efficiency Ratios –

- FTSE # underserved/previous year FTSE underserved #.
- FTSE # total/previous year FTSE total #.
- Net position/previous year net position.
- Institutional accomplishment %/previous year accomplishment %.

Stakeholder Engagement Ratios –

- Participant # in Occupational Advisory Committee/previous year participants.
- Dual Credit enrollment #/previous year enrollment #.
- Community/business partnership grant funding/previous year.
- CTE graduate placement percentage/#CTE graduates.
- Exit survey metrics/previous year metrics.

Critical Success Factors that support KPIs

Accreditation	Achieve institutional accreditation
Partnerships	Identify mutually-beneficial educational and community partners
College Infrastructure	Build an organizational and technological infrastructure
Financial Stability	Maintain adequate financial and physical resources
Human Capital	Recruit and engage highly motivated faculty and staff
Educational Programs	Offer quality programs relevant to student and community needs
Student Enrollments	Assure optimal and sustainable student enrollment growth

Monitoring Progress and Success

Inform and Implement:

- data-informed processes to determine how goals and objectives support the College mission
- Assurance of ongoing alignment of strategic plan with ACCJC accreditation standards
- Review, update, and improvement of strategic plan on an annual basis

Determine what progress has been made toward:

- Achieving full institutional accreditation
- Identifying and cultivating mutually beneficial educational and community partnerships
- Building an effective organizational and technological infrastructure
- Maintaining adequate financial and physical resources
- Recruiting and engaging highly motivated faculty and staff
- Offering quality programs relevant to student and community needs
- Assuring optimal and sustainable student enrollment growth