



**GATEWAY  
COMMUNITY COLLEGE**

A MARICOPA COMMUNITY COLLEGE

# **STRATEGIC PLAN** 2022|2024



## Vision

GateWay Community College will... Educate and Innovate to prepare tomorrow's workforce

## Mission

GateWay Community College's mission is to serve a diverse community through equitable, inclusive, and meaningful learning opportunities that prepare students to thrive in a global community.

## Core Values – GateWay's 5C's

As a College of Well-Being, we strive to cultivate an environment of meaningful learning and engagement through the following core values:

- **Character** – developing strengths of character that enable us to be and do our best
- **Care** – taking care of emotional, physical & environmental needs to cultivate conditions for flourishing
- **Connection** – fostering and maintaining close, positive relationships; a sense of belonging
- **Contribution** – being a part of something bigger than ourselves; finding a purpose for learning and for life
- **Career** – making decisions that contribute both to career and life success



## **Commitment to our Community - Social Justice, Equity, and Inclusivity**

### ***Social Justice & Equity***

GateWay Community College is committed to maintaining an environment of meaningful action and to foster the best educational environment possible by creating a community of equity and inclusion.

GateWay Community College will:

- Identify and challenge institutionalized inequities
- Address systemic issues
- Create and sustain an intentional, flexible, safe, and inclusive environment that nurtures access, equity and belonging in our community
- Be anti-racist and anti-prejudice in all its forms
- Acknowledge the impact of history on our community and commit to productive, community-minded dialogue
- Recognize the impact social injustices and inequalities have on an individual's holistic health and wellbeing

### ***Shared Governance***

***Statement of Intent*** GateWay Community College creates and maintains a culture of trust, transparency, honesty, and respect between all college stakeholders to produce decisions and outcomes for the good of the students, college, and the community it serves. GWCC is committed to creating a community of equity and inclusion by recognizing past successes and challenges, as a means to inform inclusive processes, policies, and pedagogy that have a positive outcome for students, college, and the community.

***Philosophy of Shared Governance*** GateWay Community College defines shared governance as a combination of behaviors, beliefs, and attitudes necessary to build a strong communicative foundation for decision making that gives voice to shared concerns, as well as to issues unique to specific groups. GWCC assumes positive intent in the shared governance process knowing that strong models of shared governance ensure that decision making is equity-minded, cooperative, inclusive, timely and student or college centric.



## President's Message



The 2022-2024 strategic plan for GateWay Community College is an endeavor achieved by building upon the visioning and planning that occurred as our community navigated new and challenging environments. The strategic plan provides a framework that aligns our new vision, mission, and values with the work to be accomplished through four strategic priorities:

- Ensuring Student Success
- Cultivating Learning Excellence
- Promoting Innovation
- Creating a Great Place to Work for all

As a premier provider of workforce training and education in Maricopa County, we proudly serve residents in every zip code in the Valley through 160 credit, clock, non-credit, continuing, and community education offerings. The new mission articulates our role as an educational institution, but more so, establishes our responsibility as a member of the community.

GateWay's greatest strength is our dedicated faculty, instructors, and staff, who ensure our students have the tools, knowledge, and skills needed to thrive in a global community and serve as immediate contributors in the workforce. As the first-ever community college of well-being, our core values – Character, Care, Connection, Contribution, and Career are woven throughout the work of the college. To this end, we are committed to addressing social injustice and promoting equity through intentional, focused, and measurable action.

Through the work of faculty and staff, the vision communicated and strategic direction of this plan will build community and foster equitable experiences that positively impact the retention and success of our students.

Fondly,

Amy S. Diaz, EdD  
Interim President

## Who We Are...

GateWay Community College, a Maricopa County Community College, has built a legacy of innovation, pioneering vision and responsiveness to the needs of our community: the first technical college in Arizona; first to use community advisory committees; first to tailor courses to the needs of business and industry; first to offer classes at off-campus locations; even the first to install a computer. From a humble beginning in the former Korrick's Department Store downtown, Maricopa Technical College has flourished for 50 years into today's GateWay.

Today, we are a comprehensive community college offering more than 160 degrees and certificates as well as customized industry specific training from its five campuses.

- GateWay Community College - Washington Campus
- GateWay @ 18th Street
- GateWay Central City Campus
- SouthWest Skill Center
- GateWay Deer Valley

GateWay is the only Maricopa Community College that offers academic programming in both credit and clock with non-credit and continuing education opportunities for the workforce and our community.

## The Story and Evolution of Planning @ GateWay Community College

GateWay's process for the 2022-2024 Strategic Plan occurred in a non-traditional manner while in the midst of a national (global) pandemic. COVID-19 saw our campuses emptied while faculty changed learning modalities, students faced unprecedented challenges, and staff pivoted to identify and meet the needs of students in a virtual environment. Faculty and staff rallied, learned, and embraced the change. This plan is reverse engineered to honor pandemic planning, to build upon the established efforts, and to gain strategic momentum behind the collective energies as faculty, staff, students, and our community navigate the "new normal."

As a Maricopa County Community College, the Plan aligns our college's vision, mission, values, and strategic direction with Governing Board outcomes, Strategic Priorities, and districtwide initiatives in alignment with college level initiatives and actions. The Plan is primarily informed by four of GateWay's guiding documents – the [2019-2022 Academic Plan](#), the [2021-2023 Strategic Enrollment](#)

[Management Plan](#), the [College of Well-Being Action Plan](#), and the [Social Justice and Equity Action Plan](#). Additional plans related to Marketing, Human Resources, Technology, Facilities, and Employee Development/Training will support these guiding documents.

At development of the plan, GateWay was progressing through year two of a new planning execution framework - The 4 Disciplines of Execution (4DX). As an operational planning framework all GateWay employees are engaged with focused intent to increase the number of degrees/certificates awarded, increase enrollment, and increase student retention. 4DX is intended to be a data driven mechanism to focus on individual contribution of the collective team Wildly Important Goal (WIG). This work is naturally integrated into the broader Vision, Mission, and Strategic Priorities of the college.

### **College Planning Council**

To promote a culture of integrated planning at GateWay, a College Planning Council will be established and charged with oversight and monitoring of college plan(s) alignment and achievement for the institution. As a leading shared governance council, members will represent guiding plans, strategic initiatives, and key stakeholders as follows:

#### **Council Co-Chairs**

##### **Kristin Gubser**

Interim Vice President, Institutional Effectiveness & Workforce Strategies

##### **Dr. Kelly Greene**

Faculty Senate President

#### **Council Members:**

##### **Herb Wildey**

Faculty Senate President Elect

##### **Mario Salinas**

Classified Employee Council Senator

##### **Michelle Ray**

Classified Employee Council Representative

##### **Dr. Stephanie Polliard**

Interim Vice President Academic Affairs

Academic Plan & Workforce Solutions Committee



**Shala Dveirin**

Interim Associate Dean – Clock Programs

**Lou Sanchez**

Director Strategic Enrollment Management  
*Strategic Enrollment Management Plan*

**Dr. Ryan Aiello**

Dean Student Engagement & Retention  
*Social Justice & Equity Action Plan*

**Kerry Sanderson**

Manager Well-Being & Engagement  
*College of Well-Being Action Plan*

**Lindsey Wilson**

Public Relations & Marketing Director  
*Strategic Marketing Plan*

**Mika Davis**

Director Human Resources  
*HR Recruitment & Retention Action Plan*

**Ceci Villa**

Interim Associate Vice President, Administrative Services  
*Budget Development & Planning*

**Jose Candanedo**

Associate Vice President Information Technology  
*Technology Plan*

**Jamie Aldama**

Director Facilities  
*Facilities Plan*

**Dr. Juliane Roybal**

Director Center for Teaching, Learning, & Employee Dev.  
*Professional Development & Training Plan*

**Xaxiri Yamane**

Interim Manager, Institutional Effectiveness  
*Program Review & Student Learning Outcomes*

**Kristy Warfield**

Interim Director, Research & Planning  
*Institutional Research & Data Analytics*



# Framework for Planning, Strategy, and Execution





## Strategic Priorities

**Student Success** - Provide an inclusive and equitable student experience that advances access, increases retention, and supports students to academic success and completion.

### *Strategies*

- 1.1 Improve and sustain effective processes and quality services to ensure an inclusive and seamless student experience from entry to completion.
- 1.2 Provide opportunities for students to develop as civic and equity minded leaders.
- 1.3 Achieve higher rates of student achievement with equity for all students. *[Enrollment, Success, Retention, Completion]*

### *Key Performance Indicators*

- Fully implemented Guided Pathways model (1.1)
- Fully implemented case management advising model (1.1)
- Fully implemented First Year Experience (1.1)
- Tracking data DEI Center; Student Life/Leadership; co-curricular programming (1.2)
- Increased enrollment for clock, credit, and non-credit programming. (1.3)
- Increased year to year student retention with equity. (1.3)
- Increased number of credentials awarded (CCL, CCT, degrees) with equity. (1.3)
- Increased student success course rates with equity. (1.3)

**Learning Excellence** - Cultivate student ready, human centric learning opportunities and environments that prepare students to be members of a diverse and global community.

### *Strategies*

- 2.1 Implement academic planning and delivery models that address the scheduling, modality, and programs needs of our students.
- 2.2 Establish effective teaching practices and high quality educational experiences across all academic programs.
- 2.3 Strengthen and expand effective and meaningful assessment for student learning at the institution, program, and co-curricular level.

2.4 Develop and implement necessary infrastructure to offer GateWay's first four year bachelor's degree.

***Key Performance Indicators***

- Number of courses delivered in alternative formats. (ie. online, live-online, asynchronous, hy-flex) (2.1)
- Number of digital twin programs. (2.1)
- Expanded co-curricular programming opportunities for students (2.2)
- Number of academic and co-curricular programs recording and “closing the loop” on student learning outcomes assessment. (2.3)
- Complete infrastructure requirements, secure approval, and launch bachelor's degree. (2.4)

**Innovation - Serve as an economic engine through future-focused, innovative programming and services that meet the diverse needs of students, industry, and the community.**

***Strategies***

3.1 Improve students' workplace preparedness and civic engagement by implementing and expanding non-credit and experiential learning opportunities with the support of community and industry partnerships.

3.2 Increase meaningful relationships with business, industry and community organizations to broaden support for academic and student success.

3.3 Expand public and private grant opportunities to support academic and student initiatives and innovation.

3.4 Leverage value-add skills advancement & entrepreneurship opportunities for students & the community.

***Key Performance Indicators***

- Increased non-credit offerings. (3.1)
- Increased partners for experiential learning opportunities. (3.1)
- Increased enrollment in non-credit and experiential learning opportunities (3.1)
- Increased tangible (educational) benefit to students, and/or cost-saving/cost-neutral/in-kind/revenue-based opportunities by existing or new partner. (3.2)
- Increased number of grants awarded and total amount awarded (3.3)
- Increased engagement between coursework & Phx Forge, HUG & SaPHE (3.4)

**Great Place to Work** - Ensure GateWay is recognized as a preferred workplace and achieve organizational and operational effectiveness.

***Strategies***

- 4.1 Expand and assess programming and practices to grow the College of Well-Being infrastructure.
- 4.2 Establish and integrate a sustainable Social Justice and Equity infrastructure across all GateWay campuses.
- 4.3 Expand data literacy and meaning-making around data that drives equity-focused, metric-based decision making.
- 4.4 Develop and implement an integrated planning and budget model that is data informed for resource alignment with strategic priorities.
- 4.5 Develop and implement a professional development and training plan that supports employee learning outcomes and aligns with social justice and equity.

***Key Performance Indicators***

- Measurable progress on Well-Being Action Plan (4.1)
- Measurable progress on Social Justice and Equity Action Plan (4.2)
- Increased diversity of faculty and staff (4.2)
- Increased retention rate of faculty and staff (4.1; 4.2)
- Number of trainings, workshops, open labs and other mechanisms to share and make meaning of college data. (4.3)
- Measurable site usage for college data dashboards. (4.3)
- Planning and budget model implemented and effectively used for decision making. (4.4)
- Final comprehensive plan for faculty and staff professional development/training that supports college plans and priorities. (4.5)

# Multi-Year Planning Cycle – Informed by Accreditation Visit Timeline



## Appendix – Planning Documents

- [1. Academic Master Plan](#)
- [2. Strategic Enrollment Management Plan](#)
- [3. College of Well-Being Action Plan](#)
- [4. Social Justice & Equity Alliance – Action Plan](#)
- [5. Strategic Marketing Plan](#)
6. Information Technology Plan (To be developed)
7. Facilities/Preventative Maintenance Plan (To be updated)
8. Professional Development & Training Plan (To be developed)
9. Human Resources – Recruitment & Retention Action Plan (To be developed)
10. Operational Planning – Wigs/Sub-Wigs

