How does your district grow?
Gavilan Joint Community College District
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Definitions

**District** - headed by elected Board of Trustees. May include multiple colleges, sites, or centers. Headed by a Superintendent or Chancellor.

**Satellite Site** - an offsite location for a college, serving fewer than 500 FTES. Headed by a manager. Does not offer complete programs of study or support services.

**Educational Center** - a secondary campus or site run by the main college. Serves at least 500 FTES. Headed by an administrator as part of the main college.

**College** - A separately accredited institution offering complete programs of study and support services. Serves at least 1,000 FTES. Headed by a President.
Timeline

• **1-2 years**: Expand satellite services
• **3-5 years**: (when enrollment at each satellite reaches 500 FTES) Gain designations as “Educational Centers” for the new sites
• **6-10 years**: Phase I construction at new sites. Begin to offer services.
• **11-20 years**: Build enrollment at Educational Centers. Centers can apply for accreditation and “College” status at 1,000 FTES.
• **21-30 years**: Complete build-out of campuses.
Policy Questions

- Should the new campuses seek accreditation as “Colleges” or remain “Educational Centers”?
- Which policies should be standard across the district and which should be decentralized?
- Which functions should take place at district level and which at the campuses?
Standardization

• Academic Calendar
• Course Numbering
• Course Descriptions
• Degree Requirements
Functions

• District
  – Human Resources
  – Collective Bargaining
  – Payroll
  – Purchasing

• College
  – Curriculum
  – Admissions and Records
  – Financial Aid
  – Program Evaluation
  – Bookstore
  – Foodservice
Policy Goals

- Maximize access
- Meet community needs
- Meet student needs
- Provide economic efficiency
- Move decision-making to the most appropriate level
- Preserve shared governance and academic freedom.
Alternatives

- **Alternative I** - Leave All Options Open
- **Alternative II** - Single College with Three Campuses
- **Alternative III** - Three Communities, Three Colleges
- **Alternative IV** - Three Communities, Three Colleges, with District Standards
Alternative I

**PRO**
- Leaves all options open
- Conserves funds in short term
- Allows decision-making at later time
- No need to gain support from current staff

**CON**
- Missed planning opportunities
- Lack of coordination
- Correction of mistakes may be costly in long run
- Lack of shared vision will lower morale and effectiveness
Alternative II

Single College With 1 Campus and 2 Educational Centers

Board of Trustees

Superintendent / President

Gavilan College Accreditation
Type Title Here

Gavilan College Administration

Gavilan College Shared Governance

Coyote Valley Educational Center

Gilroy Main Campus

San Benito County Educational Center
Alternative II

**PRO**
- Administratively consistent with current organization
- No long-term expenses for separate accreditations, district operations, presidents, or shared governance structures

**CON**
- Limits potential long-term growth
- Less responsive to community concerns and differences
- Staff and students at new centers may feel left out or underserved
- Administrative difficulty due to geographic size of district
- Lower state funding levels for centers than colleges
Alternative III
Decentralized District With Three Colleges

Board of Trustees

Chancellor

District Operations
District Administration
District Shared Governance

Coyote Valley College
- President
  - College Operations
  - Shared Governance
  - Accreditation

Gavilan College
- President
  - College Operations
  - Shared Governance
  - Accreditation

San Benito Junior College
- President
  - College Operations
  - Shared Governance
  - Accreditation
Alternative III

• **PRO**
  - Responsiveness to community needs and differences
  - Increased funding for base apportionment and categorical programs
  - Shared governance at each campus
  - Local autonomy
  - Fosters innovation

• **CON**
  - Lack of consistency can create obstacles and confusion for students
  - Lack of standards can restrict collaboration
  - Once differentiated, it is difficult to impose consistency or standards
  - Expense and complexity of district leadership and operations
Alternative IV

District With Three Colleges and District Standards

- Board of Trustees
  - Chancellor
    - District Operations
      - District Shared Governance
        - Coyote Valley College
          - President
            - College Operations
            - Shared Governance
            - Accreditation
        - Gavilan College
          - President
            - College Operations
            - Shared Governance
            - Accreditation
        - San Benito Junior College
          - President
            - College Operations
            - Shared Governance
            - Accreditation
    - District Administration
    - District Standards
Alternative IV

**PRO**
- Freedom to differentiate to meet community/local needs
- Funding advantages from three-college structure
- Shared governance
- Fosters collaboration
- Ease of use for students

**CON**
- Expense and complexity of district leadership and organization
- Requires decision-making on district standards up front
- Limits campus differentiation in the long-term.
Evaluation Criteria

- Economic Efficiency
- Equity - Access
- Community Needs
- Political and Legal Environment
- Administration
- Improvability
- Shared Governance
- Innovation
- Collaboration
- Student Needs
**Evaluation Matrix**

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<th>Alternative I Leave all options open</th>
<th>Alternative II One college with three campuses</th>
<th>Alternative III Three communities, three colleges</th>
<th>Alternative IV Three communities, three colleges, district standards</th>
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1 = very weak; 4 = very strong
Recommendation

**Long-term: Alternative IV** - Three Communities, Three Colleges, with Districtwide Standards for Curriculum, Calendar, and Technology

**Interim solution: Alternative II** - Single College with One Campus and Two Centers.

- use this structure to achieve long-term structure
- use shared governance process to develop and recommend district standards for long-term.