

## **Gavilan Joint Community College District Strategic Plan 2008 - 2012**

### ***Strategy # 1***

***Optimize enrollment, course offerings and services to reflect community needs and growth***

**Goal #1** - Create an institutional approach to address student recruitment, assessment, outreach activities and retention efforts.

**Goal #2** - Strengthen our career programs through a cohesive organizational approach such as creating an Occupational Career Program Institute.

**Goal #3** - Increase options for credit/non-credit courses for older adults and other constituencies as indicated in community needs surveys.

**Goal #4** - Increase pre-collegiate credit/non-credit courses and other learning support options to prepare students for entry into transfer and vocational programs

**Goal #5** - Expand alternate delivery of courses and services to meet needs of learners in the community such as online, telecourses, High Step, etc.

**Goal #6** - Offer a complete general education transfer pattern of courses at the Hollister and Morgan Hill facilities and the Gavilan campus in the evenings and weekends. Initiate the development of new programs and emphases.

### ***Strategy # 2***

***Improve student services and enhance curriculum and programs in order to help students meet their educational, career, and personal goals***

**Goal #1** - Increase by 2% the number of students who will graduate with a AA/AS degree and/or who can transfer within two years.

**Goal #2** - Develop and implement student learning outcomes and assessments for all courses, programs, and the institution which will be used for reflection and improvement.

**Goal #3** – Support professional development for faculty in order to improve quality of curriculum.

**Goal #4** – Review and update curriculum and programs on a continual basis.

**Goal #5** - Implement plans identified through the Program Review process and approved through the shared governance procedures.

**Goal #6** - Provide appropriate support, within resource constraints, for student, instructional and administrative services.

**Strategy # 3**

***Highlight student performance as a result of Gavilan College education***

**Goal #1** - Collect data, package and market information on students' performance in the following areas:

For vocational programs – provide information on student performance on State licensing examinations.

For transfer programs – obtain information on how Gavilan students perform at four-year universities.

For Gavilan classes – obtain information about student success, retention, persistence.

**Goal #2** - Develop Alumni Program in cooperation with the Gavilan College Educational Foundation. Market information about Gavilan alumni

**Goal #3** - Highlight Gavilan College student success programs, services and articulation strategies in local junior and high schools.

**Strategy # 4**

***Improve and expand existing facilities to enhance the learning environment***

**Goal #1** - Expand facilities in the northern part of the district by acquiring a site for the Coyote Valley campus.

**Goal #2** - Expand facilities in the southern part of the district by acquiring a site for the San Benito County extension or campus.

**Goal #3** - Augment main campus facilities by formalizing plan for use of golf course property at Gilroy campus.

**Goal #4** - Renovate Gilroy campus to current community college facility and ADA standards to offer students a comfortable, safe, modern learning environment where students, faculty and staff can come together around common interests.

**Goal #5** - Maintain a well-kept campus.

**Strategy # 5**

***Provide appropriate technology for delivery of instruction, student support and administrative services of College operations***

**Goal #1** - Obtain and install an Enterprise Resource Program to ensure better integration of services and more effective reporting.

**Goal #2** - Modernize technology in the classroom to support the delivery of instruction and to ensure 508 compliance.

**Goal #3** - Modernize technology used by employees in accordance with the college-wide technology plan.

**Goal #4** - Obtain and install technology systems designed to reduce energy consumption.

**Goal #5** - Augment support staff, within resource constraints, in order to strengthen educational programs, student services and administrative services.

### **Strategy # 6**

#### ***Recruit and develop staff to attract and retain an optimal student population***

**Goal #1** - Continue implementation, within resource constraints, the Five Year Faculty Hiring Plan. Develop a hiring plan to ensure adequate professional support staff and administrative support of educational and student success programs of the college.

**Goal #2** - Maintain competitive salary and benefit packages to ensure the attraction and retention of the best qualified employees.

**Goal #3** - Support staff professional development opportunities and research of teaching and learning methodologies to assist employees in maintaining excellence in their professions.

**Goal #4** - Promote a healthy work environment that nurtures personal and professional development.

**Goal #5** - Develop a concerted campus approach to improving customer services in administrative services, student services, and instructional services.

**Goal #6** - Provide training and encourage activities to assist employees in developing a sensitivity to ethnic, racial, physical and lifestyle diversity.

**Goal #7**- Develop a professional development training program for administrative personnel.

### **Strategy # 7**

#### ***Expand Gavilan's educational role by becoming a vital force in the development of the community***

**Goal #1**- Establish Gavilan College as a training provider to improve the local workforce by expanding fee based and credit educational opportunities for area business and industry.

**Goal #2** - Establish Gavilan College as a resource center for the community.

**Goal #3** - Promote service learning projects and other collaborations between Gavilan students, staff, area businesses, and service and educational agencies.

**Goal #4** - Implement the Early College High School program in partnership with Gilroy Unified School District.

**Strategy # 8**

***Initiate discussions related to educational programs in a multiple college district to assist in coordinating educational offerings accros the district.***

**Goal #1** - Obtain input from the Academic Senate on educational programing options that should be considered when operating campuses in each of the following locations:

- a. Gilroy – Gavilan main campus
- b. Coyote Valley – 18 miles north of main campus
- c. San Benito County – 12 miles south of main campus

**Goal #2** - Evaluate approaches used by other multiple college districts and consider appropriateness of those approaches given Gavilan’s unique service area.

**Goal #3** - Develop a proposed administrative structure and staffing plan to best manage the build out of sites in Coyote Valley and San Benito County.

**Gavilan Joint Community College District  
Board of Trustees  
Goals for 2008**

1. Emphasize development of noncredit basic skills program and English as a Second Language to create pathways for student success and to promote student success in core credit based programs.
2. Using information obtained through community input and by working with City, County and other agencies obtain property in Coyote Valley and San Benito County that will serve as educational centers and eventually full college campuses. Also, evaluate permanent facilities for the Hollister based Aviation Mechanics program.
3. Strive to bring facility load capacity ratios from 126% to 100% or less in order to position the district for additional state construction funds to augment renovation efforts
4. Hold period strategic conversations (either quarterly as information reports or semiannually) to discuss in an open session items that have a long-term strategic impact on the college
5. Evaluate the effectiveness of the professional development training program for administrative personnel.
6. Continue expansion of the Gavilan Early College Academy to accommodate sophomore, junior and eventually senior students.
7. Review the progress on the Gilroy campus renovation projects and evaluate alternative funding opportunities to ensure sufficient resources are dedicated to complete each listed project.
8. Establish organizational structure that will incorporate Coyote Valley educational center as part of the overall operations of the district in preparation for that site ultimately becoming a college campus with its own accreditation status.
9. Initiate strategic discussions related to educational programs in a multiple college district.
10. Develop additional career technical training program options for students to include apprenticeship programs.
11. Explore options to enhance and develop support of student organizations and activities.