

**Gavilan Joint Community College District
Strategic Plan FY 2011-2012 through 2015-2016**

STRATEGY # 1

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

Goal # 1 Create an institutional approach to offer and integrate student outreach activities, recruitment, assessment, orientation, counseling, retention and follow-up efforts, with particular attention to populations with special needs, such as DRC, ESL, basic skills, and re-entry students

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

Goal # 3 Increase options for credit/non-credit and life-long learning courses for other constituencies as indicated in community needs surveys.

Goal # 4 Evaluate pre-collegiate credit/non-credit courses and other learning support options intended to prepare students for entry into basic skills, transfer and Career Technical programs

Goal # 5 Evaluate alternate delivery of courses and services such as online, telecourses, High Step.

Goal # 6 Offer a complete general education transfer pattern of courses and appropriate basic skills and Career Technical courses at the Hollister and Morgan Hill facilities, and the Gavilan campus in the evenings and weekends.

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 the student success rate and/or who can transfer within two years.

Goal # 2 Develop and implement student learning outcomes and assessments for improvement of all courses and programs, and of the institution.

Goal # 3 Support professional development for faculty in order to improve quality of teaching and curriculum for basic skills, Career Technical, and transfer courses. Foster and recognize instructional innovation and excellence.

Goal #4 Improve and maximize student support services to encourage student engagement, with special attention to off-site campuses.

Goal # 5 Implement plans identified through the Program Review process and approved through the shared governance procedures to continuously improve instructional, administrative, and student services. Make planning ongoing at every level: standing committees, departments, and divisions.

Goal #6 Highlight student performance as a result of Gavilan College education.

Goal #7 Provide appropriate technology and support for teaching, student success, and administrative services.

Goal # 8 Promote Service Learning, First Year Experience, Global Studies, and other student-centered and/or project-based collaborations with area businesses, non-profits, and educational agencies.

STRATEGY # 3

Improve and expand existing facilities to enhance the learning environment.

Goal # 1 Expand facilities in the northern part of the district by leasing 20,000 sq. ft. or more in Morgan Hill

Goal # 2 Expand facilities in the southern part of the district by leasing 20,000 sq. ft. or more in Hollister

Goal # 3 Investigate alternative uses of golf course property at Gilroy campus.

Goal # 4 Continue renovation projects at the Gilroy campus as listed in Measure E. Augment Measure E funds with state capital construction outlay monies to ensure, to the extent possible, all projects are augmented with state funds.

Goal # 5 Develop and communicate master plan schedule for obtaining center status for instructional site in San Benito County and in Coyote Valley

Goal #6 Integrate cost-effective green practices for facilities, landscaping, and college systems into all campus improvement and expansion efforts.

STRATEGY # 4

Recruit and develop staff to foster success for our diverse students in their attainment of educational goals.

Goal # 1 Determine optimal staffing levels for all departments and create staffing plan to meet student needs.

Goal # 2 As budget permits, continue to implement the Five-Year Full Time Faculty Hiring Plan to ensure that 60% to 62% of credit courses are taught by full-time faculty. In completion of this goal the following carry over practices and commitments will be honored:

- a. Retirements will be replaced by hiring a full-time faculty member for the position and academic department vacated by the retirement.
- b. The previous Five-Year Faculty Hiring Plan will be completed before the second plan is implemented.

Goal # 3 Maintain competitive salary and benefit packages to ensure the attraction and retention of the best qualified employees.

Goal # 4 Involve staff in a shared governance process to create a Staff Development Plan with defined learning outcomes for all employees.

Goal # 5 Promote a healthy work environment.

Goal # 6 Create institutional standards for customer service, for providing services to students and staff, with regular assessment. Research and share “best practices” across campus.

Goal # 7 Develop a model Equal Opportunity Employment Plan.

STRATEGY # 5

Update Educational Master Plan to include development of multi-college expansion by coordinating all instructional programs, student and administrative support services, organizational structure and staff, and site development through linkage with Strategy 3.

Goal # 1 Develop a faculty, staff, and community-driven plan for the expansion of educational programs and related educational specifications (i.e. specific facility needs) for campus expansion in each of the following locations: a. Gilroy—Gavilan main campus b. San Benito County—12 miles south of main campus c. Coyote Valley 18 miles north of main campus.

Goal # 2 Create a class schedule to accommodate the needs of San Benito County students in newly obtained facilities with the objectives of reaching 500 FTEs and of maintaining adequate enrollments at main Gavilan campus.

Goal # 3 Develop a proposed administrative structure and staffing plan to best support the expansion of facilities in San Benito County and Morgan Hill, through linkage to Strategy #4.

Goal #4: Develop a process to coordinate courses, programs, and services among all campuses as the college expands.

STRATEGY # 6

Develop a rolling five-year fiscal stability plan.

Goal #1 Publicize opportunities and impacts of grant-funded programs.

Goal #2 Explore alternative funding sources for the college.

Goal #3 Explore means to ensure open, equitable, and fair distribution of campus funds based upon the Strategic Planning process.

STRATEGY # 7

Improve communication, coordination, collaboration, and participation to foster a campus culture of engagement and excellence.

Goal #1 Prioritize and improve dialogue and transparency concerning program, departmental, divisions, college, and district activities and plans, with special attention to the inclusion of students, classified staff, and part-time faculty.

Goal # 2: Create opportunities to improve integration and collaboration at every level, with emphasis on student success, e.g., a College Hour, staff development opportunities.

Goal #3: Strengthen and augment means for students to communicate among themselves and to the broader campus community on issues of common concern

Goal #4: Broaden contacts and communication with local high schools, businesses, and agencies so such contact, collaboration, and feedback is widespread and frequent in all sectors of campus.

Goal #5: Define and promote a college “innovation pathway” that moves from concept to pilot, evaluation, implementation, and institutionalization.

Board approved July 12, 2011