

## **GAVILAN JOINT COMMUNITY COLLEGE DISTRICT**

Strategic Plan FY 2014 - 2015 through – 2018-2019

### **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 educationally under-represented student populations.
- Goal #2** Strengthen career programs through a cohesive organizational approach such as creating an Occupational Career Program Institute.
- Goal #3** Increase course and program offerings, as funding allows with a particular emphasis on Transfer Model Curriculum (AA/AS-Ts).
- Goal #4** Support programs that bridge 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, hybrid, and High Step.
- Goal #6** Use data to plan 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.
- Goal #7** Work with local school districts to establish an adult education consortium in accordance with AB 86.

### **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, completion, and transfer rates.
- Goal #2** Complete student learning outcome assessment for continuous improvement of all courses and programs.
- Goal #3** Support professional development for faculty in order to improve quality of teaching and curriculum for basic skills, career technical, and transfer courses.
- Goal #4** Support professional development for staff to improve services that support student success.
- Goal #5** Provide appropriate technology and support for teaching, student success, and administrative services.

- Goal #6** Implement plans that enhance student engagement by strengthening collaborative partnerships with our communities.
- Goal #7** Create communication methodology to increase the awareness of student well-being services such as mental health.

**STRATEGY # 3**

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

- Goal #1** Expand facilities in the north and southeast portions of the district that will allow the expansion towards educational center size (20,000 square feet).
- Goal #2** Improve existing classroom facility space to optimize instructional success.
- Goal #3** Integrate cost effective green practices for facilities, landscaping, and college systems into all campus improvements. Landscaping changes should include conversion of grass lawns to more sustainable and less water-consuming California native landscaping.
- Goal #4** Establish permanent facility for South Bay Pulic Safety Consortium.

**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 to meet student needs and create a staffing plan.
- 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 as appropriate.
  - b. Develop second five-year hiring plan.
  - c. Create a culture that promotes a commitment to Gavilan’s history to a personalized model that best serves students.
- Goal #3** Maintain competitive salary and benefit packages to ensure the attraction and retention of the best qualified employees.
- Goal #4** Create a Staff Development Plan for all employees.
- Goal #5** Promote a safe and 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 to encourage equitable access to employment opportunities.

## **STRATEGY #5**

***Update the 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.
- 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 in addition to the fiscal impact at the end of the grant cycle.
- Goal #2** Increase the college's budget ranking and allocation process' transparency and its linkages to articulated needs and the integrated planning system.

## **STRATEGY #7**

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

- Goal #1** Improve communication processes to increase awareness about planning activities, resource allocations, and significant factors affecting the college.
- 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** Increase the number of opportunities for cross-disciplinary discussions with special attention to the inclusion of students, classified staff, and part-time faculty.
- Goal #4** Strengthen and augment means for students to communicate among themselves and to the broader campus community on issues of common concern.
- Goal #5** 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.