

***Strategic Plan
FY 09/10 through FY 13/14***

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 or emphasizes.
- Goal # 7** Prepare an Early Acceptance Program to consist of early counseling, assessment and priority registration for graduating high school seniors to make an early connection with students and to encourage early enrollment.

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

Goal #8 Provide appropriate technology for delivery of instruction, student support and administrative services of College operations

Goal # 9 Promote service learning projects and other collaborations between Gavilan students, staff, area businesses, and service 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 Augment main campus facilities by formalizing plan for use 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 master plan schedule for obtaining center status for instructional site in San Benito County and in Coyote Valley

Strategy # 4 Recruit and develop staff to attract and retain an optimal student population

Goal # 1 Develop Human Resources Staffing Plan to Support multiple site operations, to increase the percentage of full-time faculty and to ensure there is sufficient professional support personnel and administrative personnel to assist in improving student learning

Goal # 1 Develop a 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
- c. The full-time positions for Economics, Child Development and English are all retirement replacements that will be filled before the Five-Year Hiring Plan takes effect

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 In accordance with new requirements of the State Chancellor's Office, California Community Colleges, develop a model Equal Opportunity Employment Plan that includes providing regular and on-going training to assist employees in developing a sensitivity to ethnic, racial, physical and lifestyle diversity

Strategy # 5

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.

Strategy #6

Prepare a three-year fiscal stability plan to ensure the College maintains consistent course offerings to students and to maintain the workforce so that students receive a high quality education and the support services necessary to be successful.

Goal # 1 Prepare a three year multiple year budget projection.

Goal # 2 Consider defensive strategies to allow the College to maintain current employee positions

Goal # 3 Develop assumptions and projected changes in revenues and expenditures as necessary to provide for a balanced budget each year.

Goal # 4