

**GAVILAN JOINT COMMUNITY COLLEGE DISTRICT**  
Strategic Plan FY 2017 – 2018 through 2021 - 2022

**STRATEGY #1**

***Optimize enrollment, course offerings, and services to reflect the findings of the 2017 Educational Master Plan (EMP).***

- 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 as reflected in the demographic information of the EMP.
- Goal #2 Strengthen career programs by participating in regional career technical education collaboratives and initiatives from the Chancellor's Office.
- Goal #3 Assess course and program offerings with a strategic emphasis on Transfer Model Curriculum (AA/AS-Ts) and Guided Pathways.
- 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 dual and concurrent enrollment. Develop comprehensive distance education plan based on data from EMP.
- 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, Coyote Valley and Morgan Hill facilities, and the Gilroy campus in the afternoons, evenings and weekends.

**STRATEGY #2**

***Increase student completion and meet institutional goals, improve student services and enhance curriculum and programs.***

- Goal #1 Increase student, institutional and programmatic outcomes as defined by Institutional Effectiveness, Equity, and other college benchmarks.
- Goal #2 Assess Service Area and Student Learning results to inform program plans, make program improvements, and determine resource allocation.
- Goal #3 Develop professional development activities for faculty and staff to improve teaching, curriculum, and service delivery across campus.
- Goal #4 Evaluate gaps in student outcomes and identify and implement programs and services to increase student achievement.

**STRATEGY #3**

***Provide students with expanded and upgraded facilities that support the campus and community needs as defined by the Facilities Master Plan.***

- Goal #1 Complete new Facilities Master Plan to develop Fairview Corners, expand Coyote Valley Center, replace failing infrastructure and provide for new/upgraded educational & support facilities at the Gilroy main campus.
- Goal #2 Develop a campaign to successfully pass a district wide General Obligation Bond in November 2018.
- Goal #3 Complete facility projects currently in progress which includes final Measure E General Obligation Bond projects.
- Goal #4 Complete all accreditation substantive change requirements for San Martin and Coyote Valley sites.

**STRATEGY #4**

***Recruit and develop employees to foster success for our diverse students.***

- Goal #1 Maintain a competitive compensation package to ensure the attraction and retention of quality employees.
- Goal #2 Assess professional development needs for employees and provide training opportunities.
- Goal #3 Revise the College's Equal Opportunity Employment Plan and include initiatives that promote diversity and provide educational benefits to students.

**STRATEGY #5**

***Foster a college culture of engagement and excellence through integrated planning, improved communication, coordination, collaboration, and participation.***

- Goal #1 Improve internal communication through the creation of a district internal communication plan.
- Goal #2 Improve communication to external constituents of the college to promote the value Gavilan College brings to residents of Santa Clara and San Benito Counties.
- Goal #3 Improve integration of instruction, student services, and college operations to build collaboration at every level and meet student achievement objectives.
- Goal #4 Foster a culture of cross-disciplinary discussions with special attention to the inclusion of students, classified staff and part-time faculty.
- Goal #5 Integrate planning and activities across the master, strategic, and operational levels.
- Goal #6 Build an environment that supports participation of all constituent groups in participatory governance.

**STRATEGY #6**

***Commitment to the practice of continuous quality improvement in accordance with accreditation standards.***

- Goal #1 Through structured planning, engage college constituents in reflection, research and evaluation in the writing of the college's pre-accreditation visit Institutional Self- Evaluation Report (ISER).
- Goal #2 Informed by the ISER, plan to focus on one to two projects for the required Quality Focus Essay (QFE) with evidence and assessment.
- Goal #3 Create a formal continuous quality improvement process.