

**GAVILAN JOINT COMMUNITY COLLEGE DISTRICT**  
**Strategic Plan FY 2015 – 2016 Through 2019 – 2020**

**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 by participating in regional career technical education collaboratives and initiatives from the Chancellor's Office.
- 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. Grow distance education program offerings as appropriate.
- 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 Gilroy campus in the afternoons, evenings and weekends.
- Goal #7** Work with the AB86 consortium to implement the established consortium plan.

**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 using reasonable benchmarks specified by the College.
- Goal #2** Use student learning outcomes assessment results to inform program plans and make program improvements.
- Goal #3** Develop professional development activities for faculty to improve quality of teaching and curriculum for basic skills, career technical, and transfer courses.
- Goal #4** Evaluate student support services to identify successful strategies and remediate gaps that may hinder student success in accordance with instructional improvement goals.
- Goal #5** Provide a means to develop meaningful connections with educational and community partners.
- Goal #6** 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** Use technology to improve existing classroom facility space, optimize academic success and administrative operations.
- 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 Public Safety Consortium.
- Goal #5** Create gathering spaces so students and staff may engage in scholarly interaction.

### ***STRATEGY #4***

#### ***Recruit and develop staff to foster success for our diverse students in their attainment of educational and/or career goals.***

- Goal #1** Create a staffing plan to better meet student needs after assessing staffing gaps in all departments.
- Goal #2** Working with college department chairs and Academic Senate continue to implement a five-year full-time faculty hiring plan to ensure that 60% to 62% of credit courses are taught by full-time faculty.
- Goal #3** Maintain competitive salary and benefit packages to ensure the attraction and retention of the best qualified employees.
- Goal #4** Determine the needs and scope of a Professional Development Plan for all employees
- Goal #5** Promote a safe and healthy work environment through planned activities throughout the year.
- Goal #6** Create institutional standards for customer service, for providing services to students and staff, with regular assessment.

Objective 1. Through the Student Services Council and other committees, review current practices and create technological and other processes to streamline services.

Objective 2. Create service learning outcomes that include customer service and student awareness of key processes and advisement.

- Goal #7** Assess and remedy any identified gaps in the College's Equal Opportunity Employment Plan and Equity Plan to comply with current legislation and reflect the community's diversity.

- Goal #8** Form institutional committees out of the Student Success Taskforce and the Student Equity Taskforce to permit accountability of decisions and allow for publication of minutes and meeting accessible to all.

### **STRATEGY #5**

***Implement the Educational Master Plan goal specifying 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).
- Goal #2** 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.

### **STRATEGY #6**

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

- Goal #1** Improve communication processes among all stakeholders 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.

### **STRATEGY #7**

***Develop and implement a plan for creating a College Life program, including outreach, recruitment, and support for increased numbers of international students.***

- Goal #1** Research best models of College Life in community colleges, including student government, clubs, and community/service involvement and create a plan for Gavilan.
- Goal #2** Propose a path to achieving the plan above, including resource development, staffing, and other infrastructure costs.
- Goal #3** Research best models of international student outreach and recruitment. Develop a plan for Gavilan to expand current international student enrollment over a period of years to specified target numbers.

- Goal #4** Based upon models used by colleges similar in size to Gavilan, propose a path to achieving a successful international student program, including partnerships, staffing, other infrastructure costs, and resources development.
  
- Goal #5** Engage potential community and business partners in developing resources to support international students, including family hosting and internships.