

# Golden West College Strategic Plan

2017-2022

Increasing Retention, Persistence, and  
Success while Reducing Achievement Gap

Approved Fall 2018

## Purpose of Strategic Plan

The purpose of a strategic plan is to provide the College with a road map to accomplish its goals while reducing initiative fatigues. The Strategic Plan is a connector to all College-wide plans and provides the framework for campus-wide decision making.

# College Mission Vision Values

## **Mission Statement**

Golden West College provides an intellectually and culturally stimulating learning environment for its diverse student population. The College provides enriching and innovative programs that help students: transfer to four-year institutions, earn associate degrees, complete certificates in career and technical education, advance their careers, and demonstrate college readiness. The College is committed to continuous assessment and improvement of student learning and institutional effectiveness.

## **Vision**

GWC welcomes you. Be inspired. Be empowered. Be transformed.

## **Values**

Our values are the ideals that guide us in our commitment to student learning and to the vitality of our community.

- Welcoming Campus Environment
- Access, Equity, and Inclusiveness
- Excellence in Teaching and Learning
- Innovation and Technology
- Leadership Guided by Collaboration
- Stewardship and Sustainability

## College Strategic Goals

### **Student Success**

Golden West College seeks to increase completion of educational and career goals by providing excellence in teaching and support services.

### **Equitable Achievement**

Golden West College seeks to close any identifiable student achievement gap while promoting and recognizing the diversity and contribution of all individuals.

### **Learning Environments:**

Golden West College seeks to provide a safe, welcoming, and supportive environment to benefit students, faculty, staff, and the community.

### **Communication**

Golden West College seeks to improve communication to inform and engage the college community.

### **Engagement**

Golden West College seeks to increase active participation from students, faculty, staff, and community in college governance and leadership.

### **Resource Optimization**

Golden West College optimizes financial resources, facilities and technology to enhance student learning and success.

## Measurable Objectives

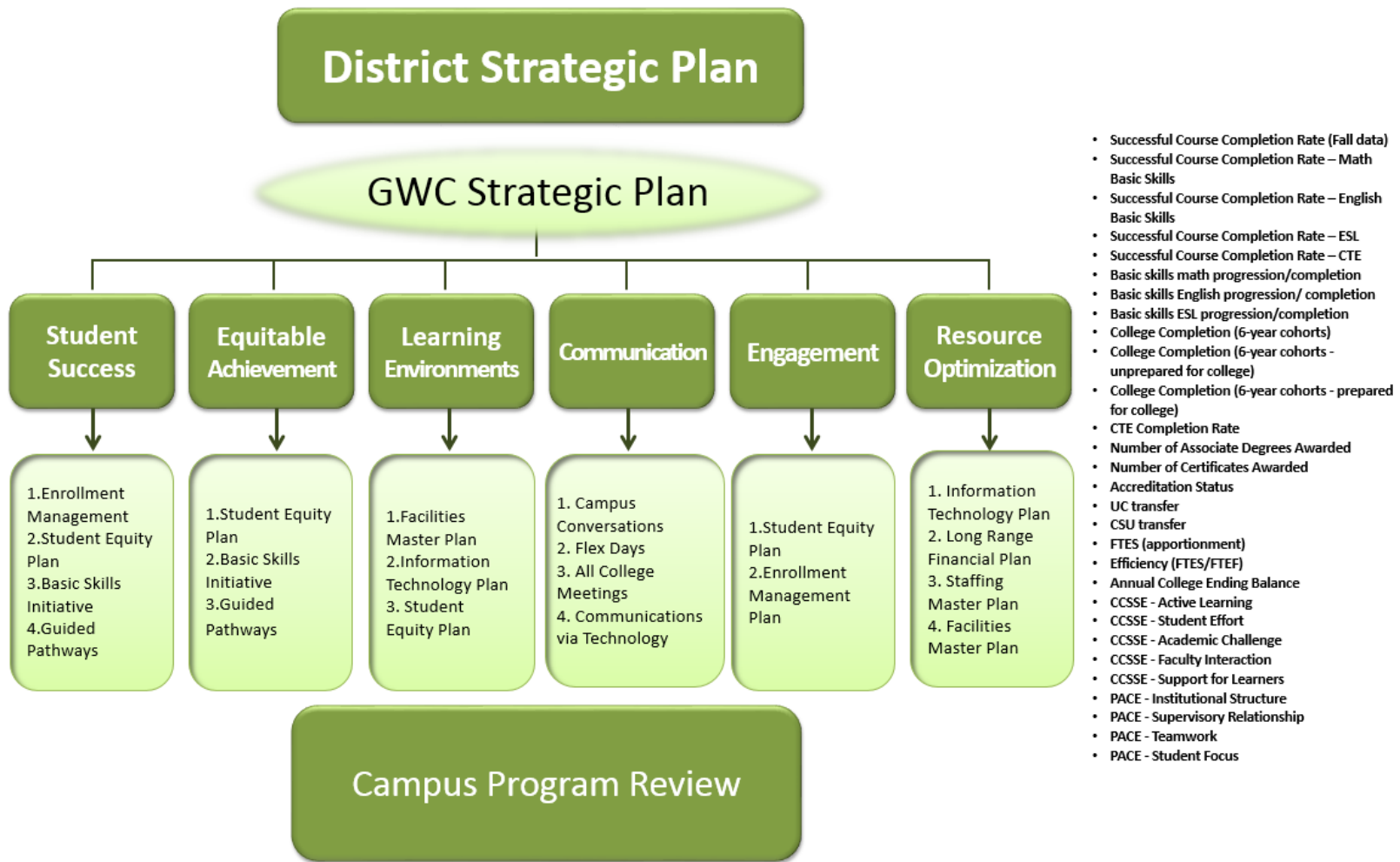
The College overarching institutional goal is to increase student retention, persistence, and success while reducing the achievement gap. The following measurable objectives will ensure accountability and attainment of the institutional goal.

- Successful Course Completion Rate (Fall data)
- Successful Course Completion Rate – Math Basic Skills
- Successful Course Completion Rate – English Basic Skills
- Successful Course Completion Rate – ESL
- Successful Course Completion Rate – CTE
- Basic skills math progression/completion
- Basic skills English progression/ completion
- Basic skills ESL progression/completion
- College Completion (6-year cohorts)
- College Completion (6-year cohorts - unprepared for college)
- College Completion (6-year cohorts - prepared for college)
- CTE Completion Rate
- Number of Associate Degrees Awarded
- Number of Certificates Awarded
- Accreditation Status
- Overall transfer
- UC transfer
- CSU transfer
- CCSSE Student Engagement (Active Learning, Student Effort, Academic Challenge, Faculty Interaction, Support for Learners)
- PACE - Institutional Structure
- PACE - Supervisory Relationship
- PACE - Teamwork
- PACE - Student Focus
- FTES (for apportionment)
- Efficiency (FTES/FTEF)
- Ending Balance

## 2017-2018 Data Snap Shot

<b>Key Performance Indicators</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-18</b>	<b>Set-Standard</b>	<b>2021-2022 Goal</b>
Successful Course Completion (Fall data)	67	67	68	70	71	63.9	75.4
Basic skills math progression/completion	32.9	31.0	35.3	35.8	N/A	30.4	44.4
Basic skills English progression/ completion	48.3	49.9	53.6	53.1	N/A	48.2	57.5
Basic skills ESL progression/completion	26.4	29.2	28.7	28.5	N/A	24.9	47.2
College Completion (6-year cohorts)	49.6	52.2	55.5	56	N/A	48.9	59.9
College Completion (unprepared for college)	43.7	46.1	49.9	48.6	N/A	42.6	57.5
College Completion (prepared for college)	62.6	67.2	67.4	71.6	N/A	63.2	77.5
CTE Completion Rate	56.8	56.6	61.3	64.2	N/A	56.4	63.0
Number of Associate Degrees Awarded	963	1,135	1,320	1,423	1,399	962	1,400
Number of ADTs (subset of above)	208	350	475	596	542	500	not set
Number of Certificates Awarded	1,080	1,345	1,323	1,626	1,144	1052	1,403
Accreditation Status	Warning	Warning	Accredited	Accredited	Accredited	Accredited	Accredited
UC transfer	125	136	119	113	102	113	145
CSU transfer	732	771	783	843	798	655	830
ISP/OOS transfer	260	308	216	189	N/A	264	not set
FTES (apportionment)	10,001	9,377	9,536	8,609.88	8,969.00	10000	10,500
Efficiency (FTES/FTEF)	37.6	35.8	32.7	30.9	32.8	35	36
College Ending Balance	\$4,706,012	\$4,367,775	\$3,879,396	\$2,944,409	\$1,982,627	--	
Audit Findings	unmodified	unmodified	unmodified	unmodified	N/A	unmodified	unmodified
CCSSE - Active Learning	47	N/A	47.2	N/A		--	50.0
CCSSE - Student Effort	47.1	N/A	46.4	N/A		--	50.0
CCSSE - Academic Challenge	48	N/A	49.5	N/A		--	50.0
CCSSE - Faculty Interaction	42.6	N/A	44.5	N/A		--	50.0
CCSSE - Support for Learners	46.2	N/A	47.3	N/A		--	50.0
PACE - Institutional Structure		3.29*		3.53		--	4.0
PACE - Supervisory Relationship		3.68*		3.84		--	4.0
PACE - Teamwork		3.71*		3.85*		--	4.0
PACE - Student Focus		3.84*		3.99*		--	4.0

## College Integrated Planning Model



## Evaluation calendar

Activity	Semester
Adoption and Implementation	Fall 2018
Data collection and assessment	Fall 2019
Planning and revision	Spring 2020
Adoption and Implementation	Fall 2020
Data collection and assessment	Fall 2021
Planning and development of new plan	Spring 2022



## Student Success

Golden West College seeks to increase completion of educational and career goals by providing excellence in teaching and support services.

Objectives	2021-2022 Goal
Successful Course Completion Rate (Fall data)	75
Basic skills math progression/ completion	38
Basic skills English progression/ completion	56
Basic skills ESL progression/completion	31
College Completion (6-year cohorts)	60
College Completion (6-year cohorts - unprepared for college)	57
College Completion (6-year cohorts - prepared for college)	77
CTE Completion Rate	63.0
Number of Associate Degrees Awarded	1,500
Number of ADTs (Subset of above)	650
Number of Certificates Awarded	1,700
Total transfer	1,338
UC transfer	145
CSU transfer	875
ISP/OOS transfer	318

### Projects:

- Guided Pathways
- ESL Redesign
- Graduation Completion Project
- Peer Assisted Study Sessions Programs (PASS)
- Multiple Measures and AB 705 Implementation

## Equitable Achievement

Golden West College seeks to close any identifiable student achievement gap while promoting and recognizing the diversity and contribution of all individuals.

Objectives	Goal
Close access to college gap for veteran students	4.7%
Close course completion gap for Hispanic/LatinX, African-American, and Economically disadvantaged students	(LatinX 5%; Afr-Amer 15%, Econ Dis 1%)
Close basic skills English course completion gap for Hispanic/LatinX, White, and not economically disadvantaged students	(LatinX 7%; White 3%; not econ dis 11%)
Close basic skills math course completion gap for LatinX and White and not economically disadvantaged students	(LatinX 3%; White 3%; not econ dis 5%)
Close ESL basic skills completion for Hispanic/LatinX and not economically disadvantaged students	(LatinX 6%; not econ dis 2%)
Close degree and certificate completion gap for Native Hawaiian/Pacific Islander, Hispanic/LatinX, and not economically disadvantaged students	(Native Hawaiian 10%; LatinX 1; not econ dis 2%)
Close transfer gaps for White, Hispanic/LatinX, and not economically disadvantaged students	(White 4%; LatinX 5%; not econ dis 4%)

### Initiatives

- Equity Squad
- Equity focused projects, including:
  - Puente
  - Vets@Ease
  - Textbook reduction initiative
  - DSPS and Veterans Boot Camps
  - Cultural Connections
  - Financial Aid Outreach
  - Foster Youth Outreach
- Degree Completion Project
- Professional Development

## Learning Environment

Golden West College seeks to provide a safe, welcoming, and supportive environment to benefit students, faculty, staff, and the community.

Objectives	2021-2022 Goal
CCSSE Student Engagement Score - Faculty – Student Interaction Score	50.0
CCSSE Student Engagement Score - Support for Learners Score	50.0
PACE - Institutional Structure Score	4.0
PACE - Supervisory Relationship Score	4.0
PACE – Teamwork Score	4.0
Public Safety Reduction in crime statistics	*
Facilities Ratings	*

### Initiatives

- Technology Plan
- Facilities Master Plan
- Public Safety
- Intercultural Programs Events
- Construction projects
- Classroom Improvements
- Student Experience Focus Groups

## Communication

Golden West College seeks to improve communication to inform and engage the college community.

Objectives	2016 Survey Result	2021-2022 Goal
PACE - Open and ethical communication is practiced at this institution	3.46	4.0
PACE – I receive adequate information regarding important activities at this institution	3.59	4.0
PACE – I have opportunity to express my ideas in appropriate forums	3.83	4.0
PACE – Professional development and training opportunities are available to me	3.829	4.0

### Initiatives

- Management Improvement Teams
- GWC App
- Surfer Sam’s Report
- GWC Surf Report
- City Council Reports
- State of the College Address
- Professional Development training
- Groundbreaking and Open House Events
- Flex Days
- All College Meetings
- On-Going Campus Conversations

## Engagement

Golden West College seeks to increase active participation from students, faculty, staff, and community in college governance and leadership.

Objectives	2021-2022 Goal
CCSSE Student Engagement Score - Active Learning Score	50.0
CCSSE Student Engagement Score - Student Effort Score	50.0
CCSSE Student Engagement Score - Academic Challenge Score	50.0
CCSSE Student Engagement Score - Faculty Interaction Score	50.0
CCSSE Student Engagement Score - Support for Learners Score	50.0
PACE - Institutional Structure Score	4.0
PACE - Supervisory Relationship Score	4.0
PACE – Teamwork Score	4.0
PACE - Student Focus Score	4.0

### Initiatives

- Committee Information Template
- Committee Effectiveness Evaluation
- Management Improvement Team
- GWC App Implementation
- Surfer Sam’s Report
- GWC Surf Report
- EduNav Implementation
- Civitas Implementation
- GWC Foundation Events

## Resource Optimization

Golden West College optimizes financial resources, facilities and technology to enhance student learning and success.

Objectives	2021-2022 Goal
FTES (for apportionment)	10500.0
Efficiency (FTES/FTEF)	36.0
GWC Ending balance	*

### Initiatives

- Enrollment Management Plan
- Long Range Financial Plan
- Staffing Master Plan
- Technology Master Plan
- Facilities Master Plan
- PRT for Enrollment Management and Long Range Financial Plan
- Faculty Hiring
- Professional Development efforts
- Development of process to reduce the college unbudgeted list