Galveston College

Opening Doors, CHANGING LIVES

2017-2022 STRATEGIC PLAN

www.gc.edu

TABLE OF CONTENTS

FOREWARD 1

MISSION 4

PURPOSES 4

PHILOSOPHY 5

VISION 5

VALUES 6

INTRODUCTION 7

THE GOALS PROCESS 8

STRATEGIC GOALS 9

GOALS AND STRATEGIES 10

THE GOALS ACHIEVEMENT RESPONSIBILITY MATRIX 20

FINAL REVIEW – INSTITUTIONAL MASTER PLAN, *NEW HORIZONS 2012-2017* 29

THE PEOPLE OF GALVESTON COLLEGE 42

FOREWARD: A Message from the President

Galveston College has experienced a significant number of developments and changes since the publication of its institutional master plan, *New Horizons: Strategic Goals and Institutional Goals for Continued Development 2012-2017*, in 2012. Following the development and implementation of the plan and throughout the last five years, the College followed its institutional master plan, using identified short-term and long-term goals, as well as specific strategies and activities to improve the College, improve student success, grow fundable institutional contact hours, and expand educational opportunities to an increasingly diverse service area. Some of the notable accomplishments since 2012 include:

1. Galveston College was named the best community college in Texas in 2015, in 2016 and again in 2017 by schools.com. Schools.com indicates that Galveston College deserves the ranking as the best community college for many reasons, "…but most trace back to its unparalleled dedication to student success." Further, "…Galveston College was one of the five top community colleges in the Texas for its graduation and four-year college transfer rates and low student-to-faculty ratio. Particularly impressive: GC tops the list for its relatively low cost of tuition, fees, books and supplies." (*Source: http://www.schools.com/community-colleges/top-community-colleges-in-texas, May 3, 2017.*)

2. Ninety-six point two (96.2) percent of Galveston College graduates are employed and/or pursuing additional education within one year of graduation. In addition, the starting salary of students earning a two-year associate of applied science degree is above $66,000.

3. Student success rates (as defined by students receiving an A, B, or C in one of the 25 highest enrollment courses) has improved by 8.6 percentage points (FY2014 Success Rate = 67%, FY2017 Success Rate=75.6%). Further, there was essentially no difference between Hispanic and Non-Hispanic success rates.

4. Galveston College was a Round 1 Achieving the Dream (ATD) College and has established itself as an ATD Leader College in order to continue to improve its developmental programs and student success in 'gatekeeper courses.'

5. The assets of the Universal Access Scholarship Endowment were more than doubled between 2012 and 2017, resulting in an increase in the UA life time award limit being increased to $3,600 per student. (The Universal Access Scholarship Program provides tuition scholarships to each student who graduates from high school within the taxing district of Galveston College.)

6. The development, construction, and opening of the Charlie Thomas Family Applied Technology Center (ATC) was completed in 2013. The ATC is a new center for Galveston College that houses various applied technology programs, including but not limited to welding, pipefitting, heating and air conditioning

technology, electricity-electronics technology, medical administration, and cosmetology.

7. Multiple new semester-hour credit programs were established during the last five years to meet industry and community needs, including but not limited to electrical-electronics technology, cosmetology, engineering, drama/theater, and surgical technology.

8. Multiple new continuing education/workforce programs were established during the last five years to meet community and industry needs, including but not limited to pipefitting, patient care technology, maritime logistics, and IT/Cisco technology.

9. The College provided expanded academic and technical dual credit opportunities for area high school students.

10. All science labs and all computer labs were renovated and updated with new equipment. In addition, there were new computer labs established, including an engineering computer lab to support the new engineering program.

11. The development and renovation of developmental studies labs for developmental mathematics and for integrated reading and writing was completed which afforded students the opportunity to complete their developmental program using the latest technology.

12. Enrollment in online courses increased by over 14 percent during the last five years. In addition, students who were taking online courses were successfully completing their online courses at basically the same rates as students who were taking traditional face-to-face classes.

13. The College received a number of grants, including but not limited to a Title V grant, Title V STEM grant, Trio Grants (Upward Bound and Building Bridges to Success-Student Services), two different National Science Foundation (NSF) grants, a National Endowment for the Humanities grant for exploring and researching food narratives, a grant for the purchase of nursing simulation equipment, and a grant from the Moody Endowment for the purchase of radiology training equipment. Each of these grants allowed the College to work to help students succeed and complete their educational programs.

14. The College celebrated its 50th anniversary through multiple events that included college faculty, staff, students, and the community. In addition, the College published a 50th Anniversary Report.

15. The College completed its 10-year SACSCOC reaffirmation and was reaffirmed in 2015, receiving no recommendations from the on-site review committee.

16. The College met or exceeded all financial health and viability ratios established by the Texas Higher Education Coordinating Board and the College grew its institutional reserves to approximately 50 percent of the annual general and educational operating budget, so that the College is better protected financially against future hurricanes. Further, the College received a “clean audit” during each of the last five years.

17. The College granted the following salary increases to faculty and staff over the last five years, 2012-2013-4%, 2013-2014-3%, 2014-2015-2%, 2015-2016-3%, and 2016-2017-3%.

It is important; however, that we not rest on our laurels. It is fitting that we look forward to the future, set new goals, and prepare the College as we prepare our students for the future. Our new institutional master plan, Opening Doors – Changing Lives 2017-2022, will help prepare and focus Galveston College to meet the challenges that lie ahead and allow us to help our students succeed.

Many individuals have worked diligently to formulate the goals set forth in this study. It sets before us a profound challenge and makes public a dream of what we may yet achieve. The goals contained in this plan have been considered by the college community: They are our goals, our ambitions, and they are worthy of our best efforts.

W. Myles Shelton, Ed.D.
President

GALVESTONCOLLEGE

OPENING DOORS – CHANGING LIVES

AN INSTITUTIONAL STRATEGIC PLAN

2017 – 2022

Mission

Galveston College, a comprehensive community college dedicated to student success, teaching, and learning, creates accessible learning opportunities to fulfill individual and community needs by providing high-quality educational programs and services.

Purposes

The purposes of Galveston College are defined in the Texas Education Code, Section 130.003, and shall be to provide:

(1) technical programs up to two years in length leading to associate degrees or certificates;

(2) occupational programs leading directly to employment in semi-skilled and skilled occupations;

(3) freshman and sophomore courses in arts and sciences;

(4) continuing adult education programs for occupational or cultural upgrading;

(5) compensatory education programs designed to fulfill the commitment of an admissions policy allowing the enrollment of disadvantaged students;

(6) a continuing program of counseling and guidance designed to assist students in achieving their individual educational goals;

(7) workforce development programs designed to meet local and statewide needs;

(8) adult literacy programs and other basic skills programs for adults; and,

(9) such other purposes as may be prescribed by the Texas Higher Education Coordinating Board or the Galveston College Board of Regents, in the best interest of post-secondary education in Texas.

Galveston College exists to serve these purposes as they relate first to the local service areas, then to the State of Texas, and finally, to the nation. Further, Galveston College accepts the challenge of providing the resources, curricula, instructional support, and personnel required to best serve the many educational needs of its students.

PHILOSOPHY OF GALVESTON COLLEGE

The faculty, staff, Board of Regents, and administrators at Galveston College are committed to the concept that our College be an open door to learning. With this goal in mind, we extend an educational opportunity to students of all ages who can profit from instruction. Every effort is made to provide equal access to the educational opportunities offered at Galveston College without regard to age, race, color, religion, national origin, gender, disability, genetic information, or veteran status.

In keeping with this philosophy, Galveston College recognizes and accepts the responsibility for providing curricula for university-bound students, for students seeking career opportunities in a variety of occupations, and for persons of the community seeking cultural enrichment, short-term skill training, or personal improvement opportunities. The College will seek to achieve these goals within the limits of its legal responsibilities and available fiscal resources.

Vision

Galveston College: A beacon of light guiding life-long learning.

Values

The Board of Regents has developed a list of seven values that are an integral part of the College Mission and Vision. The values reinforce the Board's desire to provide ethical leadership and are used in making decisions undertaken by the college community as the Mission is operationalized. From the development of strategic goals to the simplest actions and decisions taken by college staff, these values will manifest themselves.

ACCESS –

Providing an open door to learning while extending accessible educational opportunities to qualified students of all ages who can profit from instruction.

ACADEMIC EXCELLENCE AND STUDENT SUCCESS –

Providing high-quality, learning-centered programs and services that focus on achieving student success and academic excellence while improving student learning outcomes.

INTEGRITY –

Fostering a culture of trust, honesty, openness, and fairness, while upholding high ethical standards.

RESPECT –

Fostering an environment that seeks to understand and value the importance and contributions of each individual

DIVERSITY AND INCLUSION –

Affirming and empowering members of the college community by celebrating diversity, inclusion, and cultural awareness.

INNOVATION –

Creating and developing learning opportunities that support business and industry through innovative teaching-learning methods and strategies.

STEWARDSHIP –

Ensuring fiscally sound business practices to provide the resources necessary to foster teaching and learning for today and tomorrow.

INTRODUCTION

The 2012-2017 Institutional Master Plan was a statement of common hopes and dreams for Galveston College. This document and evaluation documents that support it represent the completion of a five year master planning and evaluation cycle at Galveston College. *Opening Doors - Changing Lives* sets forth a new set of hopes and new dreams for the Galveston College community. *Opening Doors - Changing Lives* is based on a three-phase process that includes setting goals, developing plans to achieve them, and monitoring the success of goal achievement, which includes feeding information back into the planning process. The process was undertaken by the College faculty, the Regents, the administration, the staff, and the college community in an effort to help people within the College and in the surrounding community achieve five important results:

> To help us better understand the College's needs, opportunities, and resources, and how they are related;
>
> To help us resolve our individual opinions into a consensus of what we should be doing and where we should be headed;
>
> To help all of us become more involved in the College decision-making system in a productive manner;
>
> To help us develop a greater sense of confidence about the College, a clearer idea of our collective aspirations, and a positive feeling of momentum for achieving our goals; and
>
> To develop within the institution a greater sense of community, of belonging, of being part of what happens at Galveston College.

There are other functions intended for this plan. It will be reviewed on a regular basis by the college community to determine progress toward achieving our goals. Another purpose is to serve as a source of information and as a guide to anyone interested in the betterment of Galveston College. In this role, it is hoped this plan will encourage comment, creative ideas, and dialogue not only within the College, but also within the supporting community. For this reason, it will be disseminated to all interested persons and organizations within the service area. It is hoped that each reader will want to become involved with us in bringing the goals to reality.

THE GOALS PROCESS

The goals process for the five-year master plan at Galveston College is a three-phase approach to institutional planning involving a goal-setting phase, a phase for developing plans and achieving the goals, and a monitoring and evaluation phase that informs the annual planning process.

The Goal Setting Phase

Opening Doors - Changing Lives represents the completion of the first phase of the institutional planning process for 2017-2022. During the academic year 2016-2017 the faculty, the staff, the administration, the Galveston College Board of Regents, as well as members of the college community held workshops and developed a list of needs and concerns. These needs and concerns were reviewed and refined and from this list of needs and concerns a set of goals was developed for consideration by the College.

After initial work on the goals was completed, the final process of refining the goals began. The refinement of goals was completed by the various departments responsible for the goals and the administrative staff. The goals for Galveston College for 2017-2022 were approved and adopted by the Galveston College Board of Regents.

The Planning and Achievement Phase

During spring and summer of 2017, the second phase of the process was instigated. Action plans for each goal were set forth. Action plans include specific objectives or strategies, expected outcomes, establishment of metrics for assessment, assignment of responsibility, timetables, and budgetary requirements.

The Monitoring and Evaluation Phase

The administrative staff and the Institutional Effectiveness Committee will monitor and evaluate institutional movement toward goal completion. Each year a status report will be prepared showing the progress made toward achieving each goal identified. Also, new goals will be formulated as new needs are identified and old ones are met. The plans developed to achieve each goal will be evaluated periodically and modified as needed. This information will be fed into the overall planning of the College as part of the "feed-back loop."

GALVESTON COLLEGE
OPENING DOORS – CHANGING LIVES…
2017 - 20122

STRATEGIC GOALS

Goal 1: Student Access and Enrollment – Provide an open door to learning and extend accessible educational opportunities to students of all ages who are able to benefit from instruction.

Goal 2: Student Success - Improve student success through high-quality, learning-centered programs and support services that reflect the highest expectations and academic standards.

GOAL 3: Employee Development – Continue to provide for a qualified and diverse faculty and staff through fair hiring processes and continuous professional development, as well as a competitive salary and benefits program accompanied by a healthy and safe work environment.

GOAL 4: Institutional Resources - Provide equipment, technology resources, facilities, and grounds that create a physical environment conducive to teaching and learning, as well as student success in the 21st Century.

GALVESTON COLLEGE
OPENING DOORS – CHANGING LIVES
AN INSTITUTIONAL STRATEGIC PLAN 2017-2022

Goals	Strategies
Goal 1: Student Access and Enrollment – Provide an open door to learning and extend accessible educational opportunities to students of all ages who are able to benefit from instruction.	
	1.1 College Affordability – Ensure attending Galveston College remains affordable. 1.1.1 Grow available scholarship dollars for tuition, fees, books, and other expenses. 1.1.2 Reduce the cost of textbooks to a student by using more e-books and/or open educational resources (such as books from openstax.org) 1.1.3 Develop and implement a program to reduce the cohort loan default rate. 1.1.4 Work to reduce student loan debt. 1.1.5 Maintain comparable tuition and fees.
	1.2 Improve access to post-secondary education in Galveston by offering accessible quality academic, technical, workforce, and/or non-credit programs and/or by updating existing academic, technical, workforce, and/or non-credit programs that lead to employment or transfer. 1.2.1 Review, evaluate, and update the core curriculum. 1.2.2 Review, evaluate, and update/re-design, as appropriate, all gateway courses in order to improve student success rates. 1.2.3 Expand offerings and certifications available in information technology and computer science.

	1.2.4 Explore the feasibility of adding additional health science programs. 1.2.5 Explore the feasibility of changing the Logistics program to credit. 1.2.6 Explore the feasibility of expanding continuing education offerings, particularly in the areas of IT, Law Enforcement, Health Science. 1.2.7 Provide dual credit offerings to area high school students to meet student and workforce needs. 1.2.8 Provide workforce continuing education courses to meet business and industry needs.
	1.3 Improve access to post-secondary education in Galveston by establishing one or more technical baccalaureate programs in critical workforce/high demand program areas.
	1.4 Improve access to post-secondary education in Galveston through improved marketing and branding. 1.4.1 Develop and implement a new comprehensive marketing plan (including, but is not limited to, email, social networking and web-based social media) that improves communication with the community and with potential students for all the college's program offerings. 1.4.2 Create and implement a new recruitment and communication plan that includes high school students as well as adult and non-traditional students (from initial contact through completion and beyond). 1.4.3 Recruit a diverse student body and increase higher education participation rates from our service area.

	1.5 Improve access to post-secondary education in Galveston by providing appropriate student support services to students applying to Galveston College, including but not limited to, admissions services, student advising, financial aid services (including financial aid literacy), registration services, and other "front door" services. 1.5.1 Implement an online application process that allows information to automatically load into the student information system. 1.5.2 Adopt a student success advisor/coach form of advising whereby student success advisors/coaches work to guide students from initial contact, to program completion, transfer, or employment. 1.5.3 Student Success Advisors/Coaches working with faculty will use the Early Alert system to monitor student progress and to provide appropriate interventions to enhance student success. 1.5.4 Create a call/phone answering center to answer student services questions during peak registration times.

Goal 2: Student Success - Improve student success through high-quality, learning-centered programs and support services that reflect the highest expectations and academic standards.	
	2.1 Develop and implement a new orientation and/or first year experience program for all new students.
	2.2 Develop a new pathways program with appropriate student guidance to move students from high school, to Galveston College, to graduation, and then to transfer or the workforce.
	2.3 Implement innovative and continuous improvement strategies that help Developmental Education students achieve college readiness. 2.3.1 Develop and implement a co-requisite model of Developmental Education.
	2.4 Implement appropriate procedures and protocols to ensure that all GC technical / workforce programs meet the critical measures of success / accountability standards. **A) Each technical program will generate at least 5 graduates per year or 25 graduates over 5 years.** **B) Each technical program will generate an 85 percent success rate for its graduates with success being defined as employed following graduation, pursuing additional education, or both.** **C) 90 percent of graduating students will pass the licensure**

	exam on the first attempt or the program will exceed by 5 percentage points the minimum requirements of the programs' accrediting body.
	2.5 Implement a dropout prevention program that incorporates classroom organization and management techniques designed to increase student success (retention and completion). 2.5.1 Provide professional development activities for faculty and staff focused on management techniques designed to decrease dropouts and increase student success. 2.5.2 Develop and implement new strategies and methods for paying out residual Pell and student loan balances that encourage student success.
	2.6 Develop and implement a proactive student success coach model for advising that incorporates an early intervention/early alert program.
	2.7 Implement and improve student services and academic support services that promote student success. 2.7.1 Provide each student a student dashboard that describes their progress towards their degree, their current GPA, their academic status, and academic progress in each class that they are currently enrolled. 2.7.2 Improve placement, career, and transfer services.

	2.7.3 Continue to support and expand the male support/success program (i.e., male success initiative).
	2.8 Provide academic and technical dual credit programs and implement appropriate strategies that enhance student success. 2.8.1 All dual credit students will have a degree plan on file by the end of their first semester. 2.8.2 Dual credit students will complete and demonstrate success at rates equal to or greater than non-dual credit students. 2.8.3 As part of a degree plan, the dual credit students will have a plan to transition to Galveston College, another college or university, or to transition into the work place.
	2.9 Increase student engagement in and outside of the classroom. 2.9.1 Support the goals of the QEP, Read Deeper. 2.9.2 Provide faculty professional development focused on collaborative and active learning techniques that promote high student engagement. 2.9.3 Increase student participation in student activities. 2.9.4 Develop a new organization of Student Ambassadors to assist in recruiting and development activities.
	2.10 Implement advising strategies that help students complete their programs of study within a time frame defined by the student's degree plan.

	2.10.1 Publish 2-year degree plans for full-time students and 3-year degree plans for part-time students in the College catalog and on the College website. 2.10.2 Implement strategies to encourage full-time students to take and complete the required number of hours for their certificate or associate degree within a one- or two-year time frame. 2.10.3 Implement strategies to encourage part-time students to take and complete the required number of hours for their associate degree within a three-year time frame.

GALVESTON COLLEGE
OPENING DOORS – CHANGING LIVES
AN INSTITUTIONAL STRATEGIC PLAN 2017-2022

GOAL 3: Employee Development – Continue to provide for a qualified and diverse faculty and staff through fair hiring processes and continuous professional development, as well as a competitive salary and benefits program accompanied by a healthy and safe work environment.	
	3.1 Ensure that the College offers competitive salary and benefits to attract and retain the best qualified and diverse faculty and staff possible. 3.1.1 Complete a salary and benefits survey to compare Galveston College to other colleges in the area.
	3.2 Provide a safe and secure campus.
	3.3 Promote a culture that embraces excellence and continuous improvement by emphasizing professional development, employee involvement, and recognition of excellence. 3.3.1. Feature faculty and staff successes on the college website and through social media, as well as other publications.
	3.4 Improve and promote the health and wellness program for all faculty and staff.

GOAL 4: Institutional Resources - Provide equipment, technology resources, facilities, and grounds that create a physical environment conducive to teaching and learning, as well as student success in the 21st Century.	
	4.1 Create an environment that is welcoming and supportive to the College's new and returning students. 4.1.1 Maintain all facilities and grounds in a neat and orderly manner. 4.1.2 Create a welcome area in the lobby area of Moody Hall. 4.1.3 Improve phone services (voice mail, automated answering, and phone answering services during peak periods) 4.1.4 Improve internal signage and "way finding" signage.
	4.2 Insure that classrooms, offices and common areas are well maintained, clean, updated, and appealing to students, faculty, and staff. 4.2.1 Develop a new list of renovation projects and "deferred maintenance" projects to be completed. The list will be updated annually. 4.2.2 Update faculty offices.
	4.3 Update the Library and Learning Resource Center by providing for a more efficient use of space that works to promote student success. 4.3.1 Provide new opportunities for students to use their own electronic devices throughout the library and

	in other parts of the campus. 4.3.2 Renovate and update cyber café. 4.3.3 Renovate and update the computer laboratory in the Library.
	4.4 Review, evaluate, update and/or renew classroom equipment and teaching learning resources. 4.4.1 Renovate the photography lab (FA-322) to accommodate digital photography and a new computer graphics computer lab.
	4.5 IT Equipment and Services - Provide and continuously improve technology to collect and store data, maintain cyber security, provide required information, support learning needs, provide IT support services to the college community, and facilitate effective communications.
	4.6 Explore opportunities to improve and/or expand facilities (consistent with the Facilities Master Plan) to appropriate and functional learning spaces and support for existing and/or new programs, including but not limited to: o Main Campus ▪ a new instructional facility to support health sciences, nursing and various STEM programs ▪ student housing ▪ a new parking garage ▪ a performing arts center ▪ a new welcome center, student services, and/or library facility o Applied Technology Center (ATC) ▪ additional training facilities at the ATC that would support law enforcement training, CE workforce training and/or other new and/or expanded workforce training programs.

GOALS MATRIX

Goal 1: Student Access and Enrollment – Provide an open door to learning and extend accessible educational opportunities to students of all ages who are able to benefit from instruction.	RESPONSIBILITY																									
	Regents	President	VP, Instruction	VP, Administration	VP, Student Services	Dean, Technical Ed	Division Directors	Program Coord & Directors	Faculty	Comptroller/CFO	Dir, Adm & Registrar	Dir, Advising and Counseling	Dir, Athletics	Dir, Continuing Ed	Dir, Development/GCF	Dir, Facilities and Security	Dir, Financial Aid	Dir, HR & Risk Mgmt.	Dir, Information Technology	Dir, Inst Eff and Research	Dir, Library	Dir, Public Affairs	Coord, Student Act	Staff
1.1 **College Affordability – Ensure attending Galveston College remains affordable.**	●	●	●		●	●	●	●	●	●				●	●		●								
1.1.1 Grow available scholarship dollars for tuition, fees, books, and other expenses.	●	●	o	o	o										●										
1.1.2 Reduce the cost of textbooks to a student by using more e-books and/or open educational resources (such as books from openstax.org)	o	o	●	o		●	●	●	●					●											
1.1.3 Develop and implement a program to reduce the cohort loan default rate.	o	o			●												●								
1.1.4 Work to reduce student loan debt.		o			●												●								
1.1.5 Maintain comparable tuition and fees.	●	●								●															
1.1 Improve access to post-secondary education in Galveston by offering accessible quality academic, technical, workforce, and/or non-credit programs and/or by updating existing academic, technical, workforce, and/or non-credit programs that lead to employment or transfer.	o	o	●			●	●	●	●					●											
1.2.1 Review, evaluate, and update the core curriculum.		o	●			●	●	●	●																
1.2.2 Review, evaluate, and update/re-design, as appropriate, all gateway courses in order to improve student success rates.		o	●			●	●	●	●																
1.2.3 Expand offerings and certifications available in information technology and computer science.	o	o	●			●	●	●	●				●												
1.2.4 Explore the feasibility of adding additional health science programs.		o	●			●	●	●	●																
1.2.5 Explore the feasibility of changing the Logistics program to credit.		o	●			●	●	●	●					o											
1.2.6 Explore the feasibility of expanding continuing education offerings, particularly in the areas of IT, Law Enforcement, Health Science.		o	●			●	●	●	●					●											
1.2.7 Provide dual credit offerings to area high school students to meet student and workforce needs.		o	●			●	●	●	●					●											
1.2.8 Provide workforce continuing education courses to meet business and industry needs.		o	●			o								●											

GOALS MATRIX

Goal 1: Student Access and Enrollment – Provide an open door to learning and extend accessible educational opportunities to students of all ages who are able to benefit from instruction.	**RESPONSIBILITY**																									
	Regents	President	VP, Instruction	VP, Administration	VP, Student Services	Dean, Technical Ed	Division Directors	Program Coord & Directors	Faculty	Comptroller/CFO	Dir, Adm & Registrar	Dir, Advising and Counseling	Dir, Athletics	Dir, Continuing Ed	Dir, Development/GCF	Dir, Facilities and Security	Dir, Financial Aid	Dir, HR & Risk Mgmt.	Dir, Information Technology	Dir, Inst Eff and Research	Dir, Library	Dir, Public Affairs	Coord, Student Act	Staff
1.3 Improve access to post-secondary education in Galveston by establishing one or more technical baccalaureate programs in critical workforce/high demand program areas.	●	●	●			●	●	●	●															
1.4 Improve access to post-secondary education in Galveston through improved marketing and branding.	o	o	o	●	o	o	o	o	o		o	o	o	●	o		o		o			●		
1.4.1 Develop and implement a new comprehensive marketing plan (including, but is not limited to, email, social networking and web-based social media) that improves communication with the community and with potential students for all the college's program offerings.	o	o	o	●	o																	●		
1.4.2 Create and implement a new recruitment and communication plan that includes high school students as well as adult and non-traditional students (from initial contact through completion and beyond).			o	●	●	o	o				●	●	o	●			●					●		
1.4.3 Recruit a diverse student body and increase higher education participation rates from our service area.					●						●	●	●	●			●					●		
1.5 Improve access to post-secondary education in Galveston by providing appropriate student support services to students applying to Galveston College, including but not limited to, admissions services, student advising, financial aid services (including financial aid literacy), registration services, and other "front door" services.					●						●	●					●						o	o
1.5.1 Implement an online application process that allows information to automatically load into the student information system.					●						●			●					●					
1.5.2 Adopt a student success advisor/coach form of advising whereby student success advisors/coaches work to guide students from initial contact, to program completion, transfer, or employment.					●							●												

GOALS MATRIX

Goal 1: Student Access and Enrollment – Provide an open door to learning and extend accessible educational opportunities to students of all ages who are able to benefit from instruction.	RESPONSIBILITY																									
	Regents	President	VP, Instruction	VP, Administration	VP, Student Services	Dean, Technical Ed	Division Directors	Program Coord & Directors	Faculty	Comptroller/CFO	Dir, Adm & Registrar	Dir, Advising and Counseling	Dir, Athletics	Dir, Continuing Ed	Dir, Development/GCF	Dir, Facilities and Security	Dir, Financial Aid	Dir, HR & Risk Mgmt.	Dir, Information Technology	Dir, Inst Eff and Research	Dir, Library	Dir, Public Affairs	Coord, Student Act	Staff
1.5.3 Student Success Advisors/Coaches working with faculty will use the Early Alert system to monitor student progress and to provide appropriate interventions to enhance student success.			o		o	o	o	●					●											
1.5.4 Create a call/phone answering center to answer student services questions during peak registration times.				o	●											o			o					

GOALS MATRIX

Goal 2: Student Success – Improve student success through high-quality, learning-centered programs and support services that reflect the highest expectations and academic standards.	RESPONSIBILITY																									
	Regents	President	VP, Instruction	VP, Administration	VP, Student Services	Dean, Technical Ed	Division Directors	Program Coord & Directors	Faculty	Comptroller/CFO	Dir, Adm & Registrar	Dir, Advising and Counseling	Dir, Athletics	Dir, Continuing Ed	Dir, Development/GCF	Dir, Facilities and Security	Dir, Financial Aid	Dir, HR & Risk Mgmt.	Dir, Information Technology	Dir, Inst Eff and Research	Dir, Library	Dir, Public Affairs	Coord, Student Act	Staff
2.1 Develop and implement a new orientation and/or first year experience program for all new students.			o		●	o	o	o				●												
2.2 Develop a new pathways program with appropriate student guidance to move students from high school, to Galveston College, to graduation, and then to transfer or the workforce.			●		●	o	o	o	o			●		o										
2.3 Implement innovative and continuous improvement strategies that help Developmental Education students achieve college readiness.			●		●	●	●	●	●			●												o
2.3.1 Develop and implement a co-requisite model of Developmental Education.			●				●	●	●															
2.4 Implement appropriate procedures and protocols to ensure that all GC technical / workforce programs meet the critical measures of success / accountability standards. A) Each technical program will generate at least 5 graduates per year or 25 graduates over 5 years. B) Each technical program will generate an 85 percent success rate for its graduates with success being defined as employed following graduation, pursuing additional education, or both. C) 90 percent of graduating students will pass the licensure exam on the first attempt or the program will exceed by 5 percentage points the minimum requirements of the programs' accrediting body.			●			●	●	●																
2.5 Implement a dropout prevention program that incorporates classroom organization and management techniques designed to increase student success (retention and completion).			●			●	●	●	o															
2.5.1 Provide professional development activities for faculty and staff focused on management techniques designed to decrease dropouts and increase student success.			●			●	●	●																

GOALS MATRIX

Goal 2: Student Success – Improve student success through high-quality, learning-centered programs and support services that reflect the highest expectations and academic standards.	**RESPONSIBILITY**																								
	Regents	President	VP, Instruction	VP, Administration	VP, Student Services	Dean, Technical Ed	Division Directors	Program Coord & Directors	Faculty	Comptroller/CFO	Dir, Adm & Registrar	Dir, Advising and Counseling	Dir, Athletics	Dir, Continuing Ed	Dir, Development/GCF	Dir, Facilities and Security	Dir, Financial Aid	Dir, HR & Risk Mgmt.	Dir, Information Technology	Dir, Inst Eff and Research	Dir, Library	Dir, Public Affairs	Coord, Student Act	Staff
2.5.2 Develop and implement new strategies and methods for paying out residual Pell and student loan balances that encourage student success.					●					●							●							
2.6 Develop and implement a proactive student success coach model for advising that incorporates an early intervention/early alert program.		o	o		●	o	o	o	●			●					●							
2.7 Implement and improve student services and academic support services that promote student success.			●		●		●	●				●					●		●	●				
2.7.1 Provide each student a dashboard that describes their progress towards their degree, their current GPA, their academic status, and academic progress in each class that they are currently enrolled.					●						●	●							●	●				
2.7.2 Improve placement, career, and transfer services.					●							●												
2.7.3 Continue to support and expand the male support/success program (i.e., male success initiative).					●							●											●	
2.8 Provide academic and technical dual credit programs and implement appropriate strategies that enhance student success.			●		●	o	o	o	o		o	●								●				o
2.8.1 All dual credit students will have a degree plan on file by the end of their first semester.												●												●
2.8.2 Dual credit students will complete and demonstrate success at rates equal to or greater than non-dual credit students.			●			●	●	●	o											●				
2.8.3 As part of a degree plan, the dual credit students will have a plan to transition to Galveston College, another college or university, or to transition into the work place.					o						o	●												●
2.9 Increase student engagement in and outside of the classroom.			●		●	●	●	●	●													●	●	o
2.9.1 Support the goals of the QEP, Read Deeper.			●			●	●	●	●															
2.9.2 Provide faculty professional development focused on collaborative and active learning techniques that promote high student engagement.			●			●	●	●																

GOALS MATRIX

Goal 2: Student Success – Improve student success through high-quality, learning-centered programs and support services that reflect the highest expectations and academic standards.	RESPONSIBILITY																								
	Regents	President	VP, Instruction	VP, Administration	VP, Student Services	Dean, Technical Ed	Division Directors	Program Coord & Directors	Faculty	Comptroller/CFO	Dir, Adm & Registrar	Dir, Advising and Counseling	Dir, Athletics	Dir, Continuing Ed	Dir, Development/GCF	Dir, Facilities and Security	Dir, Financial Aid	Dir, HR & Risk Mgmt.	Dir, Information Technology	Dir, Inst Eff and Research	Dir, Library	Dir, Public Affairs	Coord, Student Act	Staff
2.9.3 Increase student participation in student activities.					●				o														●	o
2.9.4 Develop a new organization of Student Ambassadors to assist in recruiting and development activities.					●						●	●										●	●	
2.10 Implement advising strategies that help students complete their programs of study within a time frame defined by the student's degree plan.			●		●	●	●	●	●			●												o
2.10.1 Publish 2-year degree plans for full-time students and 3-year degree plans for part-time students in the College catalog and on the College website.			●			●	●	●	●			o										●		
2.10.2 Implement strategies to encourage full-time students to take and complete the required number of hours for their certificate or associate degree within a one- or two-year time frame.			●		●	o	o	o	o			●												o
2.10.3 Implement strategies to encourage part-time students to take and complete the required number of hours for their associate degree within a three-year time frame.			●		●	o	o	o	o			●												o

GOALS MATRIX

Goal 3: Employee Development – Continue to provide for a qualified and diverse faculty and staff through fair hiring processes and continuous professional development, as well as a competitive salary and benefits program accompanied by a healthy and safe work environment.	RESPONSIBILITY																									
	Regents	President	VP, Instruction	VP, Administration	VP, Student Services	Dean, Technical Ed	Division Directors	Program Coord & Directors	Faculty	Comptroller/CFO	Dir, Adm & Registrar	Dir, Advising and Counseling	Dir, Athletics	Dir, Continuing Ed	Dir, Development/GCF	Dir, Facilities and Security	Dir, Financial Aid	Dir, HR & Risk Mgmt.	Dir, Information Technology	Dir, Inst Eff and Research	Dir, Library	Dir, Public Affairs	Coord, Student Act	Staff
3.1 Ensure that the College offers competitive salary and benefits to attract and retain the best qualified and diverse faculty and staff possible.	●	●								o								●						
3.1.1 Complete a salary and benefits survey to compare Galveston College to other colleges in the area.	o	●																●						
3.2 Provide a safe and secure campus.	o	o		●												●								
3.3 Promote a culture that embraces excellence and continuous improvement by emphasizing professional development, employee involvement, and recognition of excellence.	o	o	●	●	●													●						
3.3.1 Feature faculty and staff successes on the college website and through social media, as well as other publications.			o	●	o													o			●			
3.4 Improve and promote the health and wellness program for all faculty and staff.																		●						o

GOALS MATRIX

Goal 4: Institutional Resources – Provide equipment, technology resources, facilities, and grounds that create a physical environment conducive to teaching and learning, as well as student success in the 21st Century.	**RESPONSIBILITY**																										
	Regents	President	VP, Instruction	VP, Administration	VP, Student Services	Dean, Technical Ed	Division Directors	Program Coord & Directors	Faculty	Comptroller/CFO	Dir, Adm & Registrar	Dir, Advising and Counseling	Dir, Athletics	Dir, Continuing Ed	Dir, Development/GCF	Dir, Facilities and Security	Dir, Financial Aid	Dir, HR & Risk Mgmt.	Dir, Information Technology	Dir, Inst Eff and Research	Dir, Library	Dir, Public Affairs	Coord, Student Act	Staff
4.1 Create an environment that is welcoming and supportive to the College's new and returning students.	●	●	●	●	●	●										●								
4.1.1 Maintain all facilities and grounds in a neat and orderly manner.				●												●								o
4.1.2 Create a welcome area in the lobby area of Moody Hall.	o	o			●											o								
4.1.3 Improve phone services (voice mail, automated answering, and phone answering services during peak periods).																●			●					
4.1.4 Improve internal signage and "way finding" signage.				●												●								
4.2 Insure that classrooms, offices and common areas are well maintained, clean, updated, and appealing to students, faculty, and staff.				●												●								
4.2.1 Develop a new list of renovation projects and "deferred maintenance" projects to be completed. The list will be updated annually.				●												●								
4.2.2 Update faculty offices.			o	●		o	o	o	o							●			o					
4.3 Update the Library and Learning Resource Center by providing for a more efficient use of space that works to promote student success.			●	●												●					●			
4.3.1 Provide new opportunities for students to use their own electronic devices throughout the library and in other parts of the campus.			●	●												●					●			
4.3.2 Renovate and update cyber café.	o	o	o	●												●			●		●			
4.3.3 Renovate and update the computer laboratory in the Library.	o	o	o	●												●			●		●			
4.4 Review, evaluate, update and/or renew classroom equipment and teaching learning resources.			●			●	●	●	●							o			●					
4.4.1 Renovate the photography lab (FA-322) to accommodate digital photography and a new computer graphics computer lab.	o	o	●	●												●								

GOALS MATRIX

Goal 4: Institutional Resources – Provide equipment, technology resources, facilities, and grounds that create a physical environment conducive to teaching and learning, as well as student success in the 21st Century.	RESPONSIBILITY																								
	Regents	President	VP, Instruction	VP, Administration	VP, Student Services	Dean, Technical Ed	Division Directors	Program Coord & Directors	Faculty	Comptroller/CFO	Dir, Adm & Registrar	Dir, Advising and Counseling	Dir, Athletics	Dir, Continuing Ed	Dir, Development/GCF	Dir, Facilities and Security	Dir, Financial Aid	Dir, HR & Risk Mgmt.	Dir, Information Technology	Dir, Inst Eff and Research	Dir, Library	Dir, Public Affairs	Coord, Student Act	Staff
4.5 IT Equipment and Services - Provide and continuously improve technology to collect and store data, maintain cyber security, provide required information, support learning needs, provide IT support services to the college community, and facilitate effective communications.	o	o	o	●	o														●					
4.6 Explore opportunities to improve and/or expand facilities (consistent with the Facilities Master Plan) to appropriate and functional learning spaces and support for existing and/or new programs, including but not limited to: o Main Campus ▪ a new instructional facility to support health sciences, nursing and various STEM programs ▪ student housing ▪ a new parking garage ▪ a performing arts center ▪ a new welcome center, student services, and/or library facility o Applied Technology Center (ATC) ▪ additional training facilities at the ATC that would support law enforcement training, CE workforce training and/or other new and/or expanded workforce training programs.	●	●	o	●	o											●								

GALVESTON COLLEGE
Final Review
of the Institutional Master Plan
New Horizons 2012-2017

STRATEGIC GOALS
2012-2017

1. Provide dynamic programs of study and conduct appropriate cultural activities to meet the needs of a diverse student body that is reflective of the community and service area constituents so that constituents will be prepared to compete in a global economy.

2. Provide comprehensive student support services that enhance student success.

3. Provide effective recruitment and retention processes.

4. Provide a qualified and diverse faculty and staff, through fair hiring processes and continuous professional development.

5. Provide facilities and grounds that create a physical environment conducive to teaching and learning in the 21st Century.

6. Provide and continuously improve technology to collect and store data, provide required information, support learning needs, and facilitate effective communications.

7. Provide effective and accountable management of resources.

8. Seek additional resources to support the mission of the college.

9. Conduct and document comprehensive institutional research, planning, and information services that support continuous improvement of every facet of college operations.

10. Meet all federal, state, local, and accreditation agency accountability standards for operations and quality.

EDUCATION & CURRICULUM DEVELOPMENT GOALS

Strategic Goals	Operational Goals	Strategies	Status/Use of Results
1	1. Evaluate, revise, and expand academic course and program offerings, as appropriate.		Completed
		a. Revise and update the Galveston College Core Curriculum.	Completed
		b. Develop and offer an Engineering program.	Completed
		c. Revise and update the Kinesiology course offerings.	Completed
		d. Revise and update the Computer Science program.	Completed
		e. Explore establishing full performing arts programs in Drama and Music.	Completed
		f. Work to increase the rate of success in gateway courses.	Ongoing / Ongoing
		g. Work to increase student graduation and transfer rates.	Ongoing / Ongoing
1	2. Evaluate, revise, and develop career and technical programs and curricula to address the needs of students, area businesses, and local industries.		Completed
		New 1 – Explore the feasibility of re-establishing an AAS in Culinary Arts. New 2 – Explore working with GISD to establish new program in IT (Oracle, Cisco, and/or A+). New 3 – Explore working to establish new programs in Patient Care Technology New 4- Explore the feasibility of establishing new technical programs in	Completed

		the area of visual and performing arts.	
		a. Explore the feasibility of establishing a Cosmetology program and implement, if appropriate.	Completed
		b. Explore the feasibility of establishing a Diesel Engine Technology program and implement, if appropriate.	Completed
		c. Explore the feasibility of establishing an Automotive Technology program and implement, if appropriate.	Completed
		d. Develop and offer an Engineering Technology program.	Deleted
		e. Evaluate and update existing career and technical programs to insure efficiency and effectiveness.	Completed
		f. Explore reestablishing the Surgical Technology certificate program.	Completed
		g. Explore expanding the Radiography program to include additional specialty options, such as Mammography and Ultrasonography.	Completed
		h. Work to increase student success, student graduation, and job placement rates in all career and technical areas.	Completed / Ongoing
1, 2	3. Redesign and improve the Developmental Education program in order to improve student success.		Completed
		a. Develop and implement combined developmental reading/ writing courses.	Completed
		b. Implement instructional technologies to help	Completed

		improve student success in the developmental education courses.	
		c. Implement course scheduling that expedites the completion of the developmental education sequence.	Completed / Ongoing
		d. Develop and implement non-course-based remediation for all Developmental Education disciplines.	Completed/Ongoing
		e. Work to identify "leakage points" in the developmental system and provide appropriate interventions to improve the rate of student success in develop-mental coursework.	Completed/Ongoing
1, 8	4. Evaluate, revise, and expand Continuing Education course and program offerings, as appropriate.		Completed
		a. Redesign the Continuing Education programs to ensure consistency and increase efficiency in order to improve profitability.	Completed/Ongoing
		b. Identify and establish training courses needed to serve the Port of Galveston and the maritime industry.	Completed
		c. Increase revenue from corporate training programs.	Completed/Ongoing
		d. Establish relation-ships with local and state professional organizations to provide required annual CEU courses.	Completed/Ongoing
		e. Identify emerging high demand non-credit training needs and offer as appropriate.	Completed/Ongoing
		f. Partner with the Galveston Chamber of Commerce to redesign and develop an up-to-	Completed/Ongoing

		date curriculum and format for the Leadership Galveston program.	
1, 6	5. Evaluate, revise, and update distance education course offerings.		Complete / Ongoing
1	6. Evaluate, revise, and expand course offerings and access for dual credit students.		Completed
		a. Enhance partner-ships with local high schools to offer more dual credit opportunities to high school students.	Completed
		b. Expand dual credit opportunities to include career and technical courses.	Completed / Ongoing
		c. Establish refined dual credit procedures to improve communication and effectiveness of the dual credit program.	Completed / Ongoing
1, 6	7. Evaluate, update, and/or expand classroom equipment, teaching and learning resources, and appropriate training.		Completed
		a. Provide faculty and staff the professional development needed to insure effective use of instructional technology, particularly to support the distance education courses.	Completed/ Ongoing
		b. Increase the number of courses that utilize available online and technical resources to enhance the learning experience.	Completed / Ongoing
		c. Update and expand the computer labs and other resources to support the STEM programs.	Completed / Ongoing
		d. Update the Develop-mental Education lab classrooms to better serve the students.	Completed / Ongoing

		e. Explore the feasibility of developing a nursing simulation lab in order to meet the needs of the Nursing and Allied Health programs.	Completed
1	8. Update and/or develop articulation and pathway agreements for academic and technical programs with other Texas colleges and universities.		Completed
		a. Establish articulation agreements with colleges and universities to support the new Engineering program.	Completed
		b. Establish articulation agreements with colleges and universities to support the Criminal Justice program.	Completed/Ongoing
		c. Explore establishing additional articulation agreements, as needed.	Completed/Ongoing
1, 2,3	9. Design and maintain class schedules for the convenience of students, that meet the needs of traditional and non-traditional students, that promote full-time enrollment, and that promote accelerated progress to certificate or degree completion.		Completed / Ongoing
1, 9, 10	10. Evaluate, revise, and implement a consistent program evaluation process for each academic, developmental education, and technical program.		Completed
1, 2	11. Work to implement teaching and learning strategies and practices that are proven to close achievement gaps.		Completed / Ongoing

FACILITIES DEVELOPMENT GOALS

Strategic Goals	Operational Goals	Strategies	Status/Use of Results
1, 5	1. Complete the expansion and build-out of the vocational-technical center in order to provide space for new programs and new training opportunities. *Note: By action of the Board of Regents the name of the facility was changed to the Charlie Thomas Family Applied Technology Center.*		Completed
1, 5, 6	2. Renovate designated campus science labs, computer labs, and STEM areas.		Completed
5	3. Renovate the restrooms in the Northen building.		Completed
5	4. Improve campus signage, including but not limited to, exterior building signage and way-finding signage.		Completed
5	5. Continue to acquire property, as appropriate, to support and ensure the future of the College.		Completed/Ongoing
1, 5, 8	6. Explore developing a performing arts center.		Completed
5	7. Explore expanding parking areas for students, faculty, and staff.		Completed
5	8. Provide a safe and secure campus.		Completed / Ongoing
2, 5	9. Explore expanding student housing.		Completed
5	10. Work to improve the energy efficiency of the campus.		Completed / Ongoing
5	11. Expand, renew, adapt, and remodel other campus facilities, as appropriate.		Completed / Ongoing

FINANCIAL DEVELOPMENT GOALS

Strategic Goals	Operational Goals	Strategies	Status/Use of Results
7, 8	1. Maintain tuition and fees at appropriate levels in order to allow the College to meet academic and workforce standards that place Galveston College among the top community colleges in the State of Texas.		Completed / Ongoing
7, 8	2. Maintain a tuition waiver for senior citizens.		Completed / Ongoing
7, 8	3. Work to identify and attempt to secure additional funds for scholarships and financial aid.		Completed / Ongoing
7, 8	4. Work to identify and attempt to secure grant funding to develop and/or enhance programs and services.		Completed / Ongoing
7, 8	5. Work to identify and attempt to secure additional resources to implement and maintain new programs.		Completed / Ongoing
7, 8	6. Work to identify and attempt to secure additional resources that promote and/or enhance student success.		Completed / Ongoing
7, 8	7. Work to identify and attempt to secure additional resources for faculty and staff professional development.		Completed / Ongoing
7, 9	8. Continue to monitor and meet or exceed financial viability ratios.		Completed / Ongoing
7, 8	9. Work with the Galveston College Foundation to support and expand the Universal Access endowment, and to identify and attempt to secure other resources to support the College's mission and goals.		Completed / Ongoing

INSTITUTIONAL AND MANAGEMENT DEVELOPMENT GOALS

Strategic Goals	Operational Goals	Strategies	Status/Use of Results
7, 8	1.Design, develop, and implement a comprehensive marketing strategy and campaign for all of the College's program offerings that include, but is not limited to, social networking and web-based media strategies.		Completed / Ongoing
4, 7	2. Maintain an appropriate organizational structure that promotes and supports student success.		Completed / Ongoing
6	3. Provide appropriate up-to-date technology, as well as training and support, to meet student, faculty, staff, and institutional needs and to support the teaching-learning process.		Completed / Ongoing
		a. Update the information technology infrastructure of the College.	Completed / Ongoing
		b. Update and provide for an efficient student email system.	Completed / Ongoing
		c. Provide for an annual update of technology through a computer refresh plan that incorporates a systematic advancement of technology.	Completed / Ongoing
		d. Continue to support and advance the College's ERP system.	Completed / Ongoing
		e. Continue to develop, support, and advance the College's portal and web presence.	Completed / Ongoing
		f. Update the learning management system.	Completed / Ongoing
		g. Provide appropriate professional development training for faculty and staff.	Completed/ Ongoing

6, 9	4. Develop an institutional dashboard (report card) that is focused on student success.		Completed/Ongoing
6, 8	5. Work to expand alumni support.		Completed/Ongoing
7	6. Revise and update all Galveston College policies and procedures.		Completed/Ongoing
4, 7	7. Develop and publish a new Faculty Handbook.		Completed/Ongoing
7	8. Update the Emergency Evacuation Plan and Disaster Recovery Plan.		Completed/Ongoing
4, 6, 7	9. Build faculty and staff skills in data interpretation and analysis.		Completed / Ongoing
7,8	10. Explore and consider opportunities to move toward a paperless office, a paperless classroom, and a greener environment in the work place.		Completed/Ongoing

PERSONNEL DEVELOPMENT GOALS

Strategic Goals	Operational Goals	Strategies	Status/Use of Results
4	1. Work to recruit and retain competent, diverse, and qualified personnel through competitive salaries, quality benefit packages, and a positive and productive work environment.		Completed / Ongoing
4	2. Provide ongoing professional development and training opportunities for faculty and staff.		Completed / Ongoing
4	3. Work to improve career advancement opportunities, and work to encourage and support faculty and staff participation in professional development opportunities.		Completed / Ongoing
4	4. Provide for new employee orientation during the first year of employment.		Completed / Ongoing
1, 4	5. Maintain an acceptable balance between full-time and part-time faculty.		Completed / Ongoing
4	6. Develop an on-line process for applications for employment.		Completed
4, 10	7. Improve personnel reporting processes for state and federal personnel reports.		Completed / Ongoing

STUDENT SERVICES

Strategic Goals	Operational Goals	Strategies	Status/Use of Results
2,3	1. Evaluate and update student recruiting and admissions.		Completed
		a. Increase number of high school visits and contacts with service area high schools.	Completed / Ongoing
		b. Develop and implement student access to degree audit information.	Completed
		c. Work with non-high school graduates to obtain admissions through obtaining a GED.	Completed / Ongoing
		d. Enhance recruiting and marketing efforts at area middle schools and high schools.	Completed / Ongoing
2,3	2. Work to recruit and support a diverse and underrepresented student population.		Ongoing
1, 2,3	3. Develop and implement a plan to improve student success and student completion with specific goals for increasing the number of milestone completers, retention and persistence, and certificate and degree completion.		Completed / Ongoing
1, 2,3	4. Develop and implement a comprehensive student success plan that lays out strategies to eliminate 'leakage points' along the pathway from high school, to college, and to transfer or career pathways.		Completed
		a. Enhance the student tracking system.	Completed
		b. Capitalize on existing data to ensure that current students are successful and retained by enhancing the student response system / Early Alert System.	Ongoing

		c. Contact former Galveston College non-completers and work to provide access and avenues for non-completers to have an opportunity to complete their degree.	Completed/Ongoing
2,3	5. Evaluate and update the student advisement and degree planning process to increase faculty participation and student success.		Completed/Ongoing
1, 2	6. Revise and update student orientation in order to provide orientation for all students to better prepare them for being successful in their educational efforts.		Completed
2, 7, 9	7. Evaluate the registration process, including late registration, online admissions, online registration, online payment procedures, and update, as appropriate, to increase student success in the college environment.		Completed / Ongoing
1, 2	8. Revise and update the student assessment process in order to provide a refresher experience for students prior to assessment in order to reduce the level of remediation needed.		Completed
1, 2	9. Develop and expand pathways for students from high school to Galveston College and from Galveston College to four-year institutions with a focused effort on STEM fields of study to increase student success in achieving higher academic degree levels.		Completed / Ongoing
2, 3	10. Expand student academic and service organizations, and campus activities, particularly those that promote social and cultural competencies to increase the level of student engagement with all facets of the campus community.		Completed / Ongoing

COLLEGE ADMINISTRATION

PRESIDENT

W. Myles Shelton III
B.A. Baylor University
M.S. Baylor University
Ed. D. Baylor University

ADMINISTRATIVE STAFF

Sandra Brannan, Director of Nursing
B.S.N. University of Texas Medical Branch
M.S.N. University of Texas Health Science Center
Ph.D. Texas Woman's University

Scott Branum, Registrar/Director of Admissions
A.S. Paris Junior College
B.S.W. Texas A&M University Commerce
M.S. Texas A&M University Commerce

George Crossland II, Director of IT
B.S. Avila College

Ron Crumedy, Acting Vice President of Student Services
B.A. Grambling State University
M.A. Texas Southern University

Jeff Engbrock, Comptroller/CIO
B.B.A. Texas A&M University
M.B.A. Texas A&M University, Corpus Christi

Gaynelle Hayes, Vice President for Administration
B.A. Lamar University
M.Ed. University of Houston
Ed.D. Nova University

Joseph E. Huff III, Director of Public Affairs
B.A. Emory and Henry College

Mary Jan Lantz, Director of Human Resources and Risk Management
B.A. Southwest Texas State University
M.S. Southwest Texas State University
Ed.D. Northcentral University

Vera Lewis-Jasper, Dean of Technical and Professional Education
B.S.E.E. Prairie View A&M University
M.S.M. Indiana Wesleyan University

Cissy Matthews, Vice President of Instruction
B.B.A. University of Houston
M.B.A. University of Houston-Clear Lake
Ed.D. University of Houston

Meghann Nash, Financial Aid Director
A.A. Galveston College
B.S. Texas A & M University
M.M.A.L. Texas A & M University

Larry Root, Director of Institutional Effectiveness and Research
B.A. Houston Baptist University
M.A. University of Houston–Clear Lake
Ed.D. University of Houston

Tim Setzer, Director of Facilities and Security

Maria Tripovich, Director of Development and Galveston College Foundation
B.A. Loyola University

Alan Uyehara, Director of Library and Learning Resources
B.A. Church College of Hawaii
M.A. Brigham Young University
M.L.S. University of Hawaii
Ph.D. The University of London

FACULTY

Brian Ayers, EMS Program Director, Instructor, EMS
A.A.S. College of the Mainland
B.S. University of Texas Health Science Center

Tyree Bearden, Electrical & Electronics Technology Program Director; Instructor, Electrical & Electronics Technology
B.S. Georgia Institute of Technology
M.S. University of Texas at Austin

Michael Berberich, Instructor, English
B.A. University of Notre Dame
M.A. University of Nevada

Kristopher Blackmon, Instructor, Developmental Math
A.S. Houston Community College
B.S. Houston Baptist University
M.Ed. Concordia University

Larry Blomstedt, History and Government Program Coordinator; Associate Professor, History
A.A. Del Mar College
B.S. Texas State University
M.S. Texas A&M University-Kingsville
Ph.D. Texas A&M University

Conrad Breitbach, Arts and Humanities Division Director; Physical Education Program Coordinator; Associate Professor, Physical Education
B.G.S. University of Idaho
M.S. University of Idaho

Pamela Britton, Vocational Nursing Coordinator; Assistant Professor, Vocational Nursing
A.S. Alvin Community College
B.S. University of Texas Medical Branch at Galveston
M.S. University of Texas Medical Branch at Galveston

Laimutis Bytautas, Physical Sciences Program Coordinator; Assistant Professor, Chemistry
B.S. Vilnius University
Ph.D. Vanderbilt University

Hubert D. Callahan, Allied Health Division Director; Radiation Therapy Program Director; Instructor, Radiation Therapy
B.S. University of Oklahoma
M.S. Midwestern State University

Don Davison, Business Administration and Management Program Coordinator; Professor, Accounting
B.S. Southern Methodist University
M.B.A. Southern Methodist University
M.A. University of Texas at Austin

L. Janene Davison, Communications Program Coordinator; Assistant Professor, Speech
B.A. Texas A&M University
M.A. University of Houston

Diane “Shelly” Downes, Instructor, English
B.A. Northeastern State University
M.A. Northeastern State University

Jeffery Eubank, Instructor, Associate Degree Nursing
B.S. University of Houston
M.S. Lubbock Christian University
M.B.A. Our Lady of the Lake University

Shelia Fields, Nursing Coordinator; Instructor, Associate Degree Nursing
A.A. Alvin Community College
B.S. University of Texas Tyler
M.S. University of Texas Tyler

Daniel Fink, Radiography Program Director; Instructor, Radiography
A.A.S. Galveston College
B.S. University of Houston-Clear Lake
M.B.A. Our Lady of the Lake University

Ronald Foster, HVAC Program Director; Instructor, HVAC
A.A. Lee College
A.A.S. Lee College
A.A.S. Phillips College

Daniel Gebreselasie, Professor, Physics
B. S. Asmara University
M. S. Baylor University
Ph.D. Baylor University

Kristin Harris, Instructor, Cosmetology
A.A.S. San Jacinto College

Ashley Hart, Instructor, Dual Credit English
B.A. Texas Christian University
M.A. Florida State University

Judy Hembd, Instructor, Nursing Coordinator; Associate Degree Nursing
B.S.N. Montana State University-Northern
M.S.N. University of South Alabama

Tatyana Ivanova, Engineering Program Coordination; Instructor of Engineering
B.A. Ouachita Baptist University
B.S. Ouachita Baptist University
M.S. University of Houston-Clear Lake

Vicki Jernigan, Instructor, Associate Degree Nursing
A.D.N. Galveston College
B.S.N. Medical College of Virginia
M.S.N. University of Connecticut

Clint A. Jones, Instructor, Developmental Math
B.S. Lamar University
M.S. University of Houston-Clear Lake

Fred Khoury, Instructor, Mathematics
B.S. University of Houston
M.S. University of Houston-Clear Lake

Mary Koebele, Computerized Tomography Program Director; Instructor, Computerized Tomography
A.A.S. San Jacinto College
B.S. University of Phoenix

Liz. Lacy, Performing Arts Program Coordinator; Instructor, Drama/Theatre
A.A. San Jacinto College-South
B.F.A. Sam Houston State University
M.F.A. University of Houston

Darin Larkin, Instructor, History
B.A. Sam Houston State University
M.A. Sam Houston State University

James Love, Welding Program Director; Instructor of Welding
A.A.S. Galveston College

Hong Mai, MRI Program Director; Instructor of MRI
A.A.S. Galveston College
B.S. University of Texas M.D. Anderson Cancer Center

Sandra L. Martinez, Instructor, Radiography
A.A.S. Galveston College
B.S. Midwestern State University

Paul Mendoza, Culinary Arts Program Director; Instructor, Culinary Arts
A.A.S. The Art Institute of Houston
B.B.A. Lamar University

Rebecca Montz, Nuclear Medicine Program Director; Instructor, Nuclear Medicine,
A.A. Chipola Junior College
B.S. Jacksonville University
E.M.B.A. Texas Woman's University

Joan Moss, Sim Lab Coordinator; Instructor, Associate Degree Nursing
A.A.S. Galveston College
B.S. University of Texas Medical Branch at Galveston
M.S. University of Texas Medical Branch at Galveston

Patricia Perry, Instructor, Associate Degree Nursing
B.S. University of Texas
M.S. University of Phoenix

Erma M. Phillips, Assistant Professor, Developmental Reading/Writing
A.A. Galveston College
A.A.S. Galveston College
B.A. University of Houston-Clear Lake
M.A. University of Houston-Clear Lake

Mary E. Pyle, Criminal Justice Program Director; Instructor of Criminal Justice
B.S. Kaplan University
M.S. Kaplan University
M.S. Kaplan University

John C. Rimar, Assistant Professor, Mathematics and Computer Science
B.S. Texas Tech University
M.S. Texas Tech University

Srirajya Rudrabhatla, Instructor, Biology
B.S. Osmania University
M.S. University of Hyderabad
Ph.D. Osmania University

James J. Salazar, Life Sciences Program Coordinator; Associate Professor, Biology
B.A. Quindio University
M.S. Javeriana University
Ph.D. University of Antioquia

Ana M. Sanchez, Science and Business Division Director; Associate Professor, Chemistry
B.S. Universidad Nacional de Cordoba
Ph.D. Universidad Nacional de Cordoba

Rodrigo Santoyo, Developmental Mathematics Program Coordinator; Instructor, Developmental Mathematics
B.S. University of Houston-Clear Lake

Athena M. Sempe, Surgical Technology Program Director; Instructor, Surgical Technology.
A.A.S. San Jacinto College

Susan M. Shea, Associate Professor, Degree Nursing
B.S. St. Louis University
M.S. Texas Woman's University
Ph.D. University of Texas Health Science Center at Houston

John C. Stovall, Fine Arts Program Coordinator; Associate Professor, Fine Arts
B.F.A. University of Texas at Austin
M.F.A. University of Texas at Austin

Donna Swartz, Industrial and Applied Technology Division Director; Medical Administration Program Director; Instructor, Medical Administration
A.A. Galveston College
B.A. University of Houston-Clear Lake
M.A. University of Houston-Clear Lake

Elizabeth A. Tapp, Psychology and Sociology Program Coordinator; Associate Professor, Psychology/Sociology
B.S. Trenton State College
M.A. University of Houston-Clear Lake

Sandra Villarreal, Cosmetology Program Director; Instructor, Cosmetology
A.A.S. San Jacinto Community College District

M. Theron Waddell, Professor, Government
B.S. University of Texas at Austin
M.A. University of Texas at Austin

Matthew Walker, Developmental Literacy Program Coordinator; Instructor, Developmental Reading/Writing
B.A. University of Houston
M.A. Rice University
Ph.D. Rice University

D. Shane Wallace, English & Humanities Program Coordinator; Associate Professor, English
A.B.J. University of Georgia
B.A. Kennesaw State University
M.A. University of Tennessee
Ph.D. Louisiana State University

Jesse T. Warren, Mathematics Program Coordinator; Instructor, Mathematics
B.A. University of Houston-Clear Lake
M.A. University of Houston-Clear Lake

Arlinda Washington, Associate Professor, Associate Degree Nursing
A.A.S. Alvin Community College
B.S. University of Texas Medical Branch at Galveston
M.S. University of Portland
D.N.P. Chamberlain College of Nursing

Wayne Way, Computer Sciences Program Coordinator; Assistant Professor, Computer Science
B.S. University of Houston
M.M.I.S. Friends University

Dragoslava Zivadinovic, Instructor, Biology
B.S. University of Belgrade
M.S. University of Belgrade
Ph.D. University of Belgrade

PROFESSIONAL/TECHNICAL STAFF

Veronica Atterberry, Purchasing Coordinator
A.A. Wharton County Junior College
B.A. Sam Houston State University

Pierre Banks, Assistant Director of Admissions & Records
B.A.A. Central Michigan University
M.Ed. Grand Valley State University

Donald Becker, Technology Trainer
B.A. University of Houston
M.S. University of Houston-Clear Lake

Brett Benson, Grants Writer
B.A. Miami University of Ohio
M.A. Washington State University

Gideon Botha, Director of Advising and Counseling
B.A. University of the Free State
B.A. University of the Free State
M.M.F.T. Abilene Christian University

Jeremy Conn, Technology Specialist

Priscilla Culver, Student Success Advisor for Dual Credit
B. S. Southwest Texas State University
M.A. University of Houston-Clear Lake

Kenneth Delcambre, Athletic Director/Head Coach
B.S. University of Houston-Clear Lake
M.S. University of Houston-Clear Lake

Valerie Guidry, Accountant II
A.A. Galveston College
B.S. California State University Bakersfield

Mary Lee Guthier, Director of Building Bridges to Success
B.A. Trinity University
M.A. Trinity University

Christa Hartnett, Assistant Softball Coach
B.S. Texas A&M Commerce

Christopher Joblin, Head Baseball Coach
A.A. Lamar Community College
B.S. University of Central Missouri

Linda Kelley, Articulation/Graduation Specialist
A.A.S. Galveston College

Regina King, Assistant Director of Business Services
B.S. University of Houston

Kevin Lallman, Assistant Baseball Coach
B.S. University of Central Oklahoma

Amy Leuchtag, Director of Building Bridges to Success
B.S. Texas A&M University
M.S. University of Houston-Clear Lake

Geisu Springer Lewis, Student Success Advisor
B.S. Iowa State University
M.Ed. Iowa State University

Amanda Lozano, BBS Student Success Advisor
A.A. Galveston College
B.S. University of Houston-Clear Lake

Michelle Mackey, Assessment Coordinator
A.A. San Jacinto College
B.S. University of Houston
M.B.A. University of Phoenix

Latoya Mills, Student Success Advisor
B.S.W. Our Lady of the Lake University
M.S.W. Our Lady of the Lake University
Ph.D. Prairie View A&M University

JoeAnn Nicholas, Customer Account Executive
B.A. Alverno College
M.A. Argosy University

Peggy O'Neal, Professional Trainer – Nurse Aide
L.V.N. Memorial Hospital of Galveston County

Gracie Otin, Librarian
M.L.S. Case Western Reserve University

Sharon Pagan, Career Navigator
B.S. University of Texas at Austin
M.Ed. University of Houston

Priselda Perez, Director of Upward Bound
A.A. Galveston College
B.S. University of Houston-Clear Lake
M.A. University of Houston-Clear Lake

Mary Powers, Job Placement Navigator
B.A. St. Mary's College
M.A. Northwestern University

Patricia Reyes, Distance Education Coordinator
/Instructional Design Specialist
A.A. Angelina College
B.S.H.S. Trident University

Elizabeth Richards, Student Success Center
Coordinator
B.S. The Ohio State University
M.Ed. Ohio University

Elvia Segura, Developmental Education Student
Success Advisor
B.B.A. University of Texas Pan American
M.S. Texas Woman's University

Jason Smith, Network/Server Administrator
B.B.A. University of Houston-Clear Lake

Rebecca Stout, Director of Continuing Education
B.A. University of Houston-Clear Lake
M.A. University of Houston-Clear Lake
Ed. D. University of Houston-Clear Lake

Eugene Walker, Network/Server Specialist
A.A.S. Galveston College

Jonathan Walker, Systems Analyst
B.S. University of Southern Mississippi

Daryl Williams, Professional Trainer/IT Specialist
B.S. University of Houston
M.S. Houston Baptist University

Andrea Wiste, Upward Bound Academic Coordinator
B.A. University of Texas at San Antonio

Jayne Withers, Student Success Advisor
B.S. Sam Houston State University
M.A. Sam Houston State University

CLASSIFIED STAFF

Arlo Adolphs, Maintenance Specialist Assistant

Valencia Allen, Facilities Clerk

Carla Biggers, Executive Assistant to the President
A.A.S. Galveston College

David Bowers, Maintenance Specialist

Anthony Brisick, Security Officer

Jo Ann Buentello, Institutional Research Administrative Assistant
A.A.S. Galveston College

Tia Campbell-Benson, Human Resource Specialist - Payroll/Benefits
A.A. Galveston College

Laura Clouser, Fiscal Support Specialist

Jose García, Custodial Foreperson

María García, Administrative Assistant III, Vice President of Instruction

Amanda Guinn, Help Desk Technician

Elizabeth Iles, Administrative Assistant I, Allied Health

Teena Joblin, Library Technical Assistant
B.S. Oklahoma Panhandle State University
M.Ed. East Central University

Resa Jones, Administrative Assistant I, Continuing Education

Cordetta Knatt, Custodian

Diane Laine, Administrative Assistant I, Counseling

Joyce Landry, Human Resource Specialist - Payroll/Benefits
A.A. Galveston College

Rachel Leyva, Financial Aid Specialist
A.A. Galveston College

Shirley Lockett, Enrollment Services Assistant
A.A.S. Galveston College

Mari Macias, Administrative Assistant II, Dean of Professional and Technical Programs

Debbie Mann, Administrative Assistant III, V.P. for Administration
A.A.S. College of the Mainland

Polly Martin, Lead Enrollment Services Specialist

Valerie Medina, Administrative Assistant I, Nursing

Carmen Mendez, Administrative Assistant I, Athletics
A.A. Tarrant County College

Bernardo Mendez, Custodian

Gloria Milton, Administrative Assistant II
B.S. University of Houston

Nikki Montoya, Financial Aid & Veterans Affairs Assistant
A.A. Galveston College

Alicia Moore, Administrative Assistant I, BBS

Shirley M. Newell, Enrollment Services Specialist
A.A.S. Galveston College

Jose Ortiz, Custodial Lead

Eva Osorio, Phone Operator/Dispatcher

Justo Osorio, Custodian

Pastor Paguada, Custodian

Jo Ann Palomo, Administrative Assistant II, Academic Programs
A.A.S. Galveston College

Scott Pearse, Maintenance Specialist Assistant
A.A.S. Galveston College

Elizabeth Quilantan, Accounts Payable/Cash Disbursement Accounting Assistant

Richard Ramos, Custodian

Kay Reagan, Administrative Assistant III, V.P. of Student Services
A.A. Galveston College

Brenda Reeves, Fiscal Support Assistant

Osmel Rios-Mendez, Custodian

Rebecca Roark, Enrollment Services Specialist
A.A. Galveston College

Beatriz Sanchez, Financial Aid Assistant
A.A. Galveston College

Nick Saum, Media/Print Specialist

Jamelia Senegal, Administrative Assistant I – ATC
A.A. Galveston College
B.S. University of Houston-Clear Lake

Sandi Smith, Graphics Specialist
B.F.A. Sam Houston State University

Steve Stuchlik, Desktop Support Technician

Dawn Uyehara, Human Resource Specialist – Employment
A.A. St. Louis Community College
B.A. Brigham Young University Hawaii

Galveston College Main Campus
4015 Avenue Q, Galveston, TX 77550

Charlie Thomas Family Applied Technology Center
7626 Broadway, Galveston, TX 77554

Galveston College

www.gc.edu | 409-944-GCGC

It is the policy of Galveston College to provide equal opportunities without regard to age, race, color, religion, national origin, sex, disability, genetic information or veteran status.