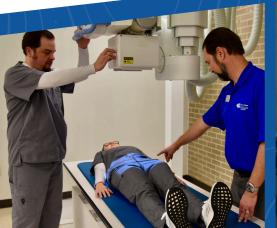# Galveston College

BUILDING TOMORROWS

GALVESTON COLLEGE
2023-2027 STRATEGIC PLAN

STRATEGIC PLAN
BUILDING TOMORROWS
2023-2027

GALVESTON COLLEGE
GALVESTON, TEXAS
ADOPTED AUGUST 10, 2022

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FOREWARD: A Message from the President

During the five-year period of the 2017-2022 Galveston College Strategic plan, Opening Doors, Changing Lives, the College while working to achieve the goals set forth in the strategic plan the College experienced multiple hurricanes, the winter storm Uri (Sno-Vid) with the great power outage of 2021, and of course, COVID-19. And in spite of these complications, the students have been resilient and the College faculty and staff have worked each of these problems as we sought to help students succeed and as we worked to meet the goals set forth in Opening Door, Changing Lives. Below are some of the highlights and notable accomplishments from 2017-2022.

1. As we look back over the last five years and all that has happened, it should be noted that our enrolled students were resilient and continued to succeed as evidenced by the following:
   a. The number of degrees and certificates awarded by the College increased by 17 percent between 2017 and 2022;
   b. The number of full-time students earning 30 or more credit hours within one year of enrolling increased by 5.8 percent between 2017 and 2022;
   c. The four-year graduation rate for full-time students increased by 32.8% and for part-time students by 27.3% between 2017 and 2022;
   d. The three-year weighted average of the student success points increased by 18.5% between 2017 and 2022;
   e. Fall-to-fall persistence increased by 8.1 percentage points between 2017 and 2022; and,
   f. 95 percent of Galveston College graduates are employed and/or pursing additional education within one year of graduation.

2. The College implemented the pathways program to support student success.

3. The College's student loan default rate decreased from 21.4 percent to 3.5 percent.

4. The College fully implemented the co-requisite model of developmental education.

5. The College provided academic and technical dual credit opportunities for area high school students with a number of these students earning associate degrees prior to officially completing high school.

6. Multiple new associate degree semester-hour credit programs were established during the last five years to meet industry and community needs, including but not limited to, Computer and Network Administration, Medical Sonography, Logistics, and Instrumentation.

7. Multiple new continuing education programs were established during the last five years, these include but are not limited to, Massage Therapy, Medical Assistant, and Light Duty Automotive Technician.

8. After being authorized by the Texas Legislature in 2017 to offer baccalaureate degrees, the College has been approved by SACSCOC as a Level II institution to offer a bachelor's degrees. As of 2022, the College offers a bachelor's degree in Health Care Management and a Bachelor of Science degree in Nursing. The College has already awarded its first bachelor degrees and these students were formally recognized in person during the 2022 graduation ceremonies.

9. In addition to a computer refresh of all campus computers, the College adopted and implemented Office 365, CRM Advise, and Student Planning software. In addition, the College continues to promote the use of open educational resources (OERs) and digital resources for learning as well as set the expectation that every student needs a computer to come to College.

10. The College purchased and implemented a new CISCO phone system.

11. The College replaced and upgraded all copiers/multi-function devices across campus.

12. Through the use of DocuSign and other software, the College has worked to reduce the amount of paper used while working towards efficiencies in college operations.

13. The College constructed and opened the Seibel Student Housing (made possible by the Seibel Foundation) and at the same time opened student housing to non-athletes.

14. The College completed the renovation of the faculty offices on the 3rd floor of the Northen Building.

15. The old dark room and photography lab were remodeled and upgraded to support digital photography as well as computer graphics and computer design.

16. Instructional equipment in many areas, including but not limited to, the nursing simulation lab, computer labs, multi-media classrooms, welding, radiography, and instrumentation have been replaced and/or upgraded.

17. The new Health Science Education Center has been approved and is under construction.

18. Campus facilities and infrastructure have been upgraded or improved. Improvements include the installation of a new cooling tower, installation of LED lights across campus, remodeling of the Cyber Café in the Library, remodeling of

the student center and the installation of a new walk in cooler/freezer in food service, and the installation of generator to support the College's IT infrastructure as well as Culinary's walk in cooler/freezer.

19. The assets of the Universal Access Scholarship Endowment increased from $8.05M to $11.57M between 2017 and 2022, and the Universal Access Plus Scholarship Endowment increased from $178,933 to $4.6M during the same period of time. As a result, Universal Access Scholarships cover the full cost of tuition and required fees for all eligible students and the Universal Access Plus Scholarship program now covers about 50 percent of books, supplies, and other materials (including computers) for eligible students.

20. The College received a number of grants, including but not limited to, a Title V grant, TRIO grants (Upward Bound and BBS), Perkins grants, nursing grants, Upskilling and Reskilling grants, 60X30 TX CRSM grants, TRUE-GEER grants, a grant from the Harborview Foundation, a grant from Houston GPS, a grant from the Greater Texas Foundation, and a major NSF grant. In addition, the College also received grants from HEERF I, HEERF II, and HEERF III (CARES, CRRSAA, and ARP) grants. Each of these grants allowed the College to work to help students succeed and work to complete their educational goals.

21. The College implemented a new communications and marketing plan and campaign ("Make It Real"). In addition, the colors of the College were redefined, the logos, and trademarks were updated, and the logos and other college marks were trademarked.

22. The College met or exceeded all financial health and viability ratios established by the College and the Texas Higher Education Coordinating Board. The College has strong institutional reserves and has received unmodified audit opinions each of the last five years.

23. The College distributed over $6M in HEERF funding (CARES, CRRSAA, and ARP) and other emergency aid to students during COVID.

24. In response to COVID and in support of our students, faculty, and staff, the College moved to mitigate the impact of COVID by installing Merv 13 filters, installing an HVAC ionization system, installing touchless door openers, installing touchless fixtures in all restrooms, installing water bottle filling stations, and installing numerus IT infrastructure upgrades and modifications to support teaching and learning.

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 or strategic plan, Building Tomorrows FY2023 –

FY2027, 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

GALVESTON COLLEGE

BUILDING TOMORROWS

STRATEGIC PLAN

2023 – 2027

Mission

Galveston College, an innovative public post-secondary institution 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 –
  Provide an open door to learning while extending accessible education opportunities to qualified students who can benefit from instruction.

- STUDENT SUCCESS –
  Provide high-quality, learning-centered programs and services that focus on achieving student success.

- INTEGRITY –
  Foster a culture of trust, honesty, openness, and fairness, while upholding high ethical standards.

- RESPECT –
  Foster an environment that seeks to understand and values the importance and contributions of each individual.

- DIVERSITY, EQUITY, AND INCLUSION –
  Foster a culture that affirms and empowers all members of the College community, recognizes that not everyone starts from the same place, where we value, celebrate, and learn from our differences, and all people are treated with respect and dignity.

- CULTURE OF EXCELLENCE –
  Promote a culture that pursues excellence and supports new ideas and creative endeavors that advance the mission and purposes of the College.

- STEWARDSHIP –
  Ensure responsible and ethical accountability for the resources entrusted to the College so as to provide the necessary support to foster teaching and learning for today and tomorrow.

BUILDING TOMORROWS
STRATEGIC GOALS
2023-2027

GOAL 1

Access: Improve access to quality education by being a student-ready college that focuses on connection and entry processes and excellent programs that serve a diverse student population.

GOAL 2

Student Success: Advance student success outcomes, consistent with students' intentions, by working to eliminate barriers, to close achievement gaps and to provide high-quality, learner-centered educational and support service programs.

GOAL 3

Employee Success: Continue to invest in and support a high-quality and diverse faculty and staff that are focused on student success, a culture of excellence, and advancing the College's mission and goals.

GOAL 4

Institutional Resources: Ensure the College has the financial, physical, and technological resources needed to enhance effective and efficient operations; create inviting, safe and supportive environments; and provide for future expansion.

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

Building Tomorrows represents the completion of the first phase of the institutional planning process for 2023-2027. During the academic year 2021-2022 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 2023-2027 were approved and adopted by the Galveston College Board of Regents.

The Planning and Achievement Phase

During spring and summer of 2022, 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."

BUILDING TOMORROWS
STRATEGIC GOALS
2023-2027

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GALVESTON COLLEGE
BUILDING TOMORROWS STRATEGIC PLAN

Goal 1: Access: Improve access to quality education by being a student-ready college that focuses on connection and entry processes and excellent programs that serve a diverse student population.

Strategies	Standards/Benchmarks/ Key Result Areas
1.1 Develop and Implement a Strategic Enrollment Management Plan to increase enrollment and improve access.	1.1 Post-pandemic enrollment will have stabilized at or above 2,000 credit students in each fall semester.
1.1 a – Realign Student Services to support the comprehensive Pathways Advising System (Title V initiative).	1.1a All Student Services personnel will be trained on CRM Advise and Student Self-Service to institutionalize the Pathways Advising Model.
1.1 b – Streamline and automate, when appropriate, the application and admissions processes.	1.1.b Admissions and application processes are streamlined with fewer steps to complete.
1.1.c Increase enrollment in continuing education courses through online registration platform.	1.1.c - New CE Registration platform will be fully implemented in 2022-23. CE Revenue will increase to pre-pandemic levels.
1.1.d – Develop recruiting activities for specific sub-sets of students (dual credit, recent graduate, adult students, etc.) and action plans for specific programs or areas on campus.	1.1.d – Action plans will have been created and implemented and overall college enrollment is at or above 2,000 students.
1.1.e Recruit and enroll a diverse population of students.	1.1.e The demographics of our students will reflect the diversity of the high school graduating class.

1.2 Based on input from business and industry and advisory committee members, the College will design credit and non-credit courses and programs to fulfill current transfer, employment, and workforce needs.	
1.2.a – Increase dual credit options for high school students to meet their educational goals.	1.2.a Dual credit enrollment increases by 10%
1.2.b – Explore the feasibility of implementing new workforce programs such as Engineering Technology, Mammography and other programs as needed.	1.2.b Local labor and employer needs will have been reviewed and new programs initiated as appropriate.
1.2.c – Expand baccalaureate programs.	1.2.c At least one new baccalaureate program will be initiated.
1.2.d – Increase enrollment in Nursing and Allied Health programs.	1.2.d - Enrollment in nursing and allied health programs will increase by 10%
1.2.e - Expand offerings in continuing education particularly in areas of medical assistant and automotive technician and other programs as appropriate.	1.2.e - Classes in medical assistant and automotive technician will be offered, and students will graduate with a Level One CE Certificate by May 2024.
1.2.f - Align all educational programs, including dual credit and non-credit, with GC Career Pathways.	1.2.f - All credit and non-credit programs will be assigned to a pathway.
1.2.g - Explore the feasibility of expanding the Hospitality Management program to a full AAS degree.	1.2.g - Student demand will be evaluated and, if appropriate, the Hospitality program will be expanded to include a Level 2 Certificate and AAS Degree.

1.3 Increase financial support for students to improve their access to higher education.	
1.3.a – Increase financial support for students through Universal Access (UA), UA Plus, and additional scholarships.	1.3.a – Financial support for students from UA and UA Plus will be sufficient to cover all tuition and required fees for eligible students as well as at least 50% of books and supplies.
1.3.b - Increase utilization rates of all scholarship funds.	1.3.b - The utilization rates for all scholarships will increase by 10%. Scholarships will be utilized as a recruitment tool by placing funding opportunities on academic program pages.
1.3.c – Explore and implement programs that support student needs outside of tuition, fees, and books.	1.3.c.1 - Programs that support student needs will have been explored and implemented, as appropriate. 1.3.c.2 - Food distributions will be held at least four times a semester.
1.3.d - Explore options for providing financial support to students that have historically not been eligible for financial support.	1.3.d - The College will have explored options for providing additional financial support to students who have not historically been eligible for financial support, and as appropriate, additional groups of students will become eligible to apply for financial support.
1.4 Improve access to higher education through Marketing and Communications by developing and implementing a new comprehensive marketing plan (including, but 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 The College will have implemented a new comprehensive marketing and branding plan.

1.4.a - Develop and execute a new integrated marketing campaign and communications program that helps achieve the college's overall enrollment targets. 1.4.b - Partner with the Development Office to help build bridges for all members of the College Community.	1.4 a – Create a successor to the current marketing campaign in collaboration with Student Services and other key stake holders to ensure cooperation and alignment of all recruiting efforts. 1.4.b - The Marketing and Communications Department will assist in developing marketing communications that recognize donor generosity as well as the impact of each gift. They will also help inform the community about college needs, giving opportunities, and "feel good" stories that demonstrate the impact scholarships and other gifts have on our students and our community.
1.5 – Review and explore opportunities for establishing new athletic programs and improving existing ones.	1.5 - New athletic programs, such as Esports and Soccer, will be considered and added if appropriate.
1.6 Explore ways to reduce the cost of textbooks with the use of open educational resources (OERs) or other resources.	1.6 Over 50% of GC courses will offer cost saving options for textbooks to students.

GALVESTON COLLEGE
BUILDING TOMORROWS STRATEGIC PLAN

Goal 2: Student Success - Advance student success outcomes, consistent with students' intentions, by working to eliminate barriers, to close achievement gaps and to provide high-quality, learner-centered educational and support service programs.

Strategies	Standards/Benchmarks/ Key Result Areas
2.1 Implement a new First-Year Experience program for new full-time students.	2.1 A new First-year Experience program will be developed, and new full-time students will attend.
2.2 Continue to improve success rates in co-requisite English and Math courses by using supplemental instructors, required lab hours and other best practices.	2.2 Course success rates for the credit-level co-requisite course will improve by 5%.
2.3 Explore creative ideas to create course schedules that meet the students' needs that include the right mix of face-to-face, online, and hybrid courses.	2.3 Feedback from students will indicate that the courses offered have met their needs.
2.4 Track and measure key performance indicators (KPIs) to identify areas of improvement to improve student success (as required by the NSF (National Science Foundation) grant & HSI-ITP initiative).	2.4 KPIs will be created and monitored to identify areas of improvement for Credit Momentum, Gateway Momentum, Program Momentum, and Transfer Momentum.
2.5 Expand opportunities for participation in co-curricular activities such as honors program, undergraduate research, and faculty mentoring (NSF HSI-ITP initiative).	2.5 The STEM Honors program will have been established with at least 20 students participating in the honors program.

2.6 – Promote diversity, equity, and inclusion in and out of the classroom as part of the campus culture.	
2.6.a – Work to Incorporate inclusive pedagogy in the classroom by incorporating these ideas into Faculty Professional Development. 2.6.b - Conduct educational research on strategies to enhance equitable student outcomes in STEM (NSF-HSI-ITP Initiative). 2.6.c - Evaluate and expand student activities that promote success for diverse populations.	2.6.a - At least two faculty and staff professional development activities will have been conducted each year focused on DEI and/or inclusive pedagogy. 2.6.b – The NSF research team will have conducted research and will present results to the campus community at least once a year. 2.6.c - The Noel Levitz Student Satisfaction Inventory for Community, Junior, and Technical Colleges (Responsiveness to Diverse Populations) will indicate that the College has been responsive to diverse populations.
2.7 Expand transfer partnerships to support the guided pathways and improve student transfer rates.	2.7 The College will sign or update at least one transfer agreement with a university each year.
2.8 Using broad-based participation, review of institutional data, and research-based theories, the College will identify and implement a high impact practice as part of the QEP to improve student success.	2.8 - The QEP topic will be identified and the QEP will be approved and initiated in fall 2024.
2.9 Work to decrease time to completion by implementing pathway intrusive advising to keep students on target towards degree/certificate completion and/or transfer to a 4-year university.	2.9. Time to completion will have been reduced by 10 percent.

GOAL 3: Employee Success:
Continue to invest in and support a high-quality and diverse faculty and staff that are focused on student success, a culture of excellence, and advancing the College's mission and goals.

Strategies	Standards/Benchmarks/ Key Result Areas
3.1 Ensure that the College offers competitive salaries and benefits to attract and retain the best qualified and diverse faculty and staff possible.	3.1.a The College shall complete a salary and benefits survey on a periodic basis and use the results to inform its salary schedules. 3.1.b All College Employees shall be paid in accordance with the classification plans, and salary schedules, adopted by the Board of Regents. The College shall provide a limited number of financial supplements / stipends, in addition to annual salary, for employees who assume annual coordinator assignments or represent industry positions that can only be filled with the additional compensation.
3.2 Continue to work to recruit diverse pools of applicants for open positions through strategic recruitment.	3.2 Human Resources will work to continue recruiting diverse pools of applicants for each open position by advertising for qualified applicants through various appropriate sources.
3.3 Promote employee growth through employee involvement and development to advance the College's mission and goals, student success and a culture of excellence.	3.3.a 95% of full-time classified and professional employees have completed at least eight hours of professional development each school year. 95% of full-time faculty will have completed at least sixteen hours of professional development each school year. 3.3.b The College has explored developing a GC Leadership program, and if appropriate, has implemented the program with the first class of participants completing it by 2025.

	3.3c The majority of the College's full-time employees will have participated in a committee and/or council activity each school year.
3.4 Celebrate employee successes through recognition and appreciation.	3.4.a Faculty and staff successes will be featured on the College's website, social media, as well as other publications. 3.4.b Recognition of Excellence- The College community will have selected eight employees (two full-time faculty, two full-time classified staff, one professional/technical staff, and one adjunct faculty) to be recognized for excellence on an annual basis.
3.5 Improve and promote the health and wellness program for all faculty and staff.	3.5 The College has promoted a campus health and wellness program for all faculty and staff that may include health and wellness fairs as well as allotted time for those who participate in the various wellness activities.

GALVESTON COLLEGE
BUILDING TOMORROWS STRATEGIC PLAN

GOAL 4: Institutional Resources:
Ensure the College has the financial, physical, and technological resources
needed to enhance effective and efficient operations; create inviting, safe and
supportive environments; and provide for future expansion.

Strategies	Standards/Benchmarks/ Key Result Areas
4.1 Work to acquire supplemental funding to support the College's mission and goals.	
4.1.a – Explore and apply for grants that support the College's mission and goals.	4.1.a - The College will have identified and secured grants that enhance its programs and services.
4.1.b - Explore philanthropic opportunities to support the College's mission and goals.	4.1.b - The College will have identified and applied for philanthropic funding that supports college operations, programs, and services.
4.1.c - Explore opportunities to build alumni support for the College.	4.1.c - The College will have researched and planned activities and processes that build support from its alumni.
4.2 Reimagine physical spaces as safe, modern, accessible spaces that support teaching, learning, resident life, and student activities.	
4.2.a Remodel and repurpose the old Allied Health areas in the Northen Center to support other College programs.	4.2.a The College will have remodeled and repurposed the Allied Health area to support other on-campus programs, such as the Testing and Student Success Centers.
4.2.b Repurpose the old Nursing area in the Regent's Building to support other College programs.	4.2.b The College will have repurposed the Nursing area to support other College programs, such as CE Allied Health Programs.
4.2.c Explore the possibility of expanding and improving the computer lab in the library.	4.2.c The College will have reviewed the feasibility of expanding the computer lab in the library and will have taken appropriate action.

4.2.d Explore the possibility of upgrading and expanding space for the Culinary, Upward Bound, and BBS programs.	4.2.d - The College will have reviewed the feasibility of expanding space for the Culinary, UB (Upward Bound) and BBS programs and will have taken appropriate action.
4.2.e Explore the possibility of expanding the facilities at the Applied Technology Center (ATC).	4.2.e - The College will have reviewed the feasibility of adding additional buildings at the ATC and, if appropriate, begin the planning process.
4.2.f.1 - Explore replacing the Whitecaps Apartments and other older student housing with new student housing modeled on the Seibel Housing design. 4.2.f.2 Explore expansion of student housing.	4.2.f.1 - The College will have reviewed the feasibility of replacing the Whitecaps Apartments and, if appropriate, initiate the planning and construction process. 4.2.f.2 - As opportunities become available, efforts may be made to increase on-campus housing through the purchase of existing houses or construction of new units.
4.3 - Explore the feasibility of developing and creating a black box theater for performing arts programs.	4.3 - The College will review existing space, and if appropriate, create and develop a black box theater for the Performing Arts programs.
4.4 - Explore the feasibility of constructing a softball field for the softball/athletic program.	4.4 - The College will have explored the feasibility of constructing a new softball field for the softball program, and if appropriate, will develop a new softball field that complies with NJCAA/NCAA softball field standards.
4.5 - Successfully complete the SACSCOC reaffirmation process.	4.5.a - A Compliance Certification will be submitted to SACSCOC by March 15, 2024. 4.5.b - A Quality Enhance Plan (QEP) will be submitted in Summer 2024 (six weeks prior to site visit) 4.5.c - The College will host a successful on-site visit in fall 2024.

4.6 - Imagine the future of technology and how we use it as an institution to support students, faculty, and staff.	
4.6.a - Investigate software strategies that improve efficiency and drive down costs.	4.6.a. - The Information Technology Committee in cooperation with the IT (Information Technology) department will have reviewed and evaluated currently used software and hardware with the goal of continuing to improve overall efficiency, lower costs, and compliance with ADA requirements.
4.6.b - Integrate appropriate technology into the teaching-learning process.	4.6.b. - Technology will have been integrated into the teaching learning process and technical support, as appropriate, will have been provided to faculty, staff, and students.
4.6.c - Continue to strengthen and expand wireless systems to support teaching and learning.	4.6.c - The College's wireless systems will have been more than sufficient to support teaching and learning.
4.6.d - Complete a review of the College's ERP system to ensure it is continuing to meet the needs of the College currently and for the foreseeable future. .	4.6.d - A review of the College's ERP system has been completed, and if appropriate, plans have been made for improvements and/or changes.
4.7 - Review internal processes and workflow to improve efficiency.	
4.7.a – Continue implementing online documents and forms to reduce paper copies.	The College has implemented strategies that reduce the number of paper documents.
4.8 - Explore ways the College can reduce waste and decrease its carbon footprint.	
4.8.a - Conduct an energy assessment to determine where and how the college can reduce energy costs.	4.8.a - An energy assessment will have been completed and cost-saving measures, including the development and implementation of alternative energy sources will be implemented as appropriate.

4.8.b - Explore purchasing electric vehicles (EV) and charging stations for Facilities Department use.	4.8.b - The College will have explored options, and if appropriate, electric vehicles and one or more charging stations will be acquired for use by the Facilities Department.
4.8.c - Explore installing EV charging stations at the main campus and ATC.	4.8.c - The College will have explored options including the ROI (return on investment) of such an investment. If the data indicates this to be an appropriate project, EV charging stations will have been acquired and installed.

GOALS ACHIEVEMENT RESPONSIBILITY MATRIX

Goal 1: Access: Improve access to quality education by being a student-ready college that focuses on connection and entry processes and excellent programs that serve a diverse student population.

	Regents	President	VP. Instruction	VP. Adm & St. Serv.	AVP. Student Services	Dean. Technical Ed	Division Directors	Program Coord & Directors	Faculty	Comptroller/CFO	Dir. Adm & Registrar	Dir. Adv. & Counseling	Dir. Athletics	Dir. Continuing Ed	Dir. Development/GCF	Dir. Facilities	Dir. Financial Aid	Dir. HR & Risk Mgmt.	Dir. Information Tech	Dir. Inst Eff. & Research	Dir. Library	Dir. Marketing and Comm.	Coord. Student Life	Staff
1.1 Develop and Implement a Strategic Enrollment Management Plan to increase enrollment and improve access.			o	o	●	o	o	o	o		o	o	o	o			o		o	o	o	o	o	
1.1 a – Realign Student Services to support the comprehensive Pathways Advising System (Title V initiative).	o	●	o	o	●						o	o					o							
1.1 b – Streamline and automate, when appropriate, the application and admissions processes.					o					●									●					
1.1.c Increase enrollment in continuing education courses through online registration platform.			o		o									●					o			o		
1.1.d – Develop recruiting activities for specific sub-sets of students (dual credit, recent graduate, adult students, etc.) and action plans for specific programs or areas on campus.			o	o	o	o	o	o	o	o	●	o	o	o	o		o					o	o	
1.1.e Recruit and enroll a diverse population of students.			o	o	o	o	o	o	o	o	●	o	o	o	o		o					o		
1.2 Based on input from business and industry and advisory committee members, the College will design credit and non-credit courses and programs to fulfill current transfer, employment, and workforce needs.	o	o	●			●	●	●	●					●										
1.2.a – Increase dual credit options for high school students to meet their educational goals.		o	●			●	●	●	●															●
1.2.b – Explore the feasibility of implementing new workforce programs such as Engineering Technology, Mammography and other programs as needed.	o	o	●			●	●	●	●															
1.2.c – Expand baccalaureate programs.	o	o	●			●	●	●	●															
1.2.d – Increase enrollment in Nursing and Allied Health programs.		o	●			●	●	●	●													o		

GOALS ACHIEVEMENT RESPONSIBILITY MATRIX

Goal 1: Access: Improve access to quality education by being a student-ready college that focuses on connection and entry processes and excellent programs that serve a diverse student population.	Regents	President	VP. Instruction	VP. Adm & St. Serv.	AVP. Student Services	Dean. Technical Ed	Division Directors	Program Coord & Directors	Faculty	Comptroller/CFO	Dir. Adm & Registrar	Dir. Adv. & Counseling	Dir. Athletics	Dir. Continuing Ed	Dir. Development/GCF	Dir. Facilities	Dir. Financial Aid	Dir. HR & Risk Mgmt.	Dir. Information Tech	Dir. Inst Eff. & Research	Dir. Library	Dir. Marketing and Comm.	Coord. Student Life	Staff
1.2.e - Expand offerings in continuing education particularly in areas of medical assistant and automotive technician and other programs as appropriate.		o	●			o	o	o	o					●										
1.2.f - Align all educational programs, including dual credit and non-credit, with GC Career Pathways.			●	o	o	●	●	●	●		o	o		●										
1.2.g - Explore the feasibility of expanding the Hospitality Management program to a full AAS degree.	o	o	●			●	●	●	●															
1.3 Increase financial support for students to improve their access to higher education.	o	●	●	●	●	●									●									
1.3.a – Increase financial support for students through Universal Access (UA), UA Plus, and additional scholarships.	o	●	●	●	●	●									●									
1.3.b - Increase utilization rates of all scholarship funds.			o	o	o	o	o	o	o						●		●					o		
1.3.c – Explore and implement programs that support student needs outside of tuition, fees, and books.	o	o	o	●	●						o	o	o	o	●		●						●	
1.3.d - Explore options for providing financial support to students that have historically not been eligible for financial support.	o	o	o	●	●	o	o								●		●							
1.4 Improve access to higher education through Marketing and Communications by developing and implementing a new comprehensive marketing plan (including, but 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	o	o					o			●		

GOALS ACHIEVEMENT RESPONSIBILITY MATRIX

Goal 1: Access: Improve access to quality education by being a student-ready college that focuses on connection and entry processes and excellent programs that serve a diverse student population.	Regents	President	VP. Instruction	VP. Adm & St. Serv.	AVP. Student Services	Dean. Technical Ed	Division Directors	Program Coord & Directors	Faculty	Comptroller/CFO	Dir. Adm & Registrar	Dir. Adv. & Counseling	Dir. Athletics	Dir. Continuing Ed	Dir. Development/GCF	Dir. Facilities	Dir. Financial Aid	Dir. HR & Risk Mgmt.	Dir. Information Tech	Dir. Inst Eff. & Research	Dir. Library	Dir. Marketing and Comm.	Coord. Student Life	Staff
1.4.a - Develop and execute a new integrated marketing campaign and communications program that helps achieve the college's overall enrollment targets.			•	•						o	o		o				o					•		
1.4.b - Partner with the Development Office to help build bridges for all members of the College Community.	o	o	o	o	o	o	o	o	o	o	o	o	o	o	•	o	o	o	o	o	o	o	o	o
1.5 – Review and explore opportunities for establishing new athletic programs and improving existing ones.	o	•		•									•											
1.6 Explore ways to reduce the cost of textbooks with the use of open educational resources (OERs) or other resources.			•	•		•	•	•	•					•							•			

GOALS ACHIEVEMENT RESPONSIBILITY MATRIX

Goal 2: Student Success - Advance student success outcomes, consistent with students' intentions, by working to eliminate barriers, to close achievement gaps and to provide high-quality, learner-centered educational and support service programs.

RESPONSIBILITY

Goal/Objective	Regents	President	VP. Instruction	VP. Adm & St. Serv.	AVP. Student Services	Dean. Technical Ed	Division Directors	Program Coord & Directors	Faculty	Comptroller/CFO	Dir. Adm & Registrar	Dir. Adv. & Counseling	Dir. Athletics	Dir. Continuing Ed	Dir. Development/GCF	Dir. Facilities	Dir. Financial Aid	Dir. HR & Risk Mgmt.	Dir. Information Tech	Dir. Inst Eff. & Research	Dir. Library	Dir. Marketing and Comm.	Coord. Student Life	Staff
2.1 Implement a new First-Year Experience program for new full-time students.	o	o	•	•	•	•	o	o	o		•	•	o		o		•		o		o	o	o	
2.2 Continue to improve success rates in co-requisite English and Math courses by using supplemental instructors, required lab hours and other best practices.			•				•	•	•															
2.3 Explore creative ideas to create course schedules that meet the students' needs that include the right mix of face-to-face, online, and hybrid courses.	o	o	•	o	o	•	•	•	•		o	o	•											
2.4 Track and measure key performance indicators (KPIs) to identify areas of improvement to improve student success (as required by the NSF (National Science Foundation) grant & HSI-ITP initiative).			•		•	•	•	•	•					•						•				
2.5 Expand opportunities for participation in co-curricular activities such as honors program, undergraduate research, and faculty mentoring (NSF HSI-ITP initiative).			•	•	•	•	•	•	•					•									•	
2.6 – Promote diversity, equity, and inclusion in and out of the classroom as part of the campus culture.	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
2.6.a – Work to Incorporate inclusive pedagogy in the classroom by incorporating these ideas into Faculty Professional Development.			•			•	•	•	•					•										
2.6.b - Conduct educational research on strategies to enhance equitable student outcomes in STEM (NSF-HSI-ITP Initiative).			•			•	•	•	•					•						•				
2.6.c - Evaluate and expand student activities that promote success for diverse populations.				•	•	o	o	o	o														•	
2.7 Expand transfer partnerships to support the guided pathways and improve student transfer rates.			•	•	•	o	o	o	o			•												

GOALS ACHIEVEMENT RESPONSIBILITY MATRIX

Goal 2: Student Success - Advance student success outcomes, consistent with students' intentions, by working to eliminate barriers, to close achievement gaps and to provide high-quality, learner-centered educational and support service programs.	RESPONSIBILITY																							
	Regents	President	VP. Instruction	VP. Adm & St. Serv.	AVP. Student Services	Dean. Technical Ed	Division Directors	Program Coord & Directors	Faculty	Comptroller/CFO	Dir. Adm & Registrar	Dir. Adv. & Counseling	Dir. Athletics	Dir. Continuing Ed	Dir. Development/GCF	Dir. Facilities	Dir. Financial Aid	Dir. HR & Risk Mgmt.	Dir. Information Tech	Dir. Inst Eff. & Research	Dir. Library	Dir. Marketing and Comm.	Coord. Student Life	Staff
2.8 Using broad-based participation, review of institutional data, and research-based theories, the College will identify and implement a high impact practice as part of the QEP to improve student success.	o	o	●	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	●	o	o	o	o
2.9 Work to decrease time to completion by implementing pathway intrusive advising to keep students on target towards degree/certificate completion and/or transfer to a 4-year university.			o	●	●	o	o	o	o	o	o	●	o	o	o								o	

GOALS ACHIEVEMENT RESPONSIBILITY MATRIX

Goal 3: Employee Success: Continue to invest in and support a high-quality and diverse faculty and staff that are focused on student success, a culture of excellence, and advancing the College's mission and goals.	Regents	President	VP. Instruction	VP. Adm & St. Serv.	AVP. Student Services	Dean. Technical Ed	Division Directors	Program Coord & Directors	Faculty	Comptroller/CFO	Dir. Adm & Registrar	Dir. Adv. & Counseling	Dir. Athletics	Dir. Continuing Ed	Dir. Development/GCF	Dir. Facilities	Dir. Financial Aid	Dir. HR & Risk Mgmt.	Dir. Information Tech	Dir. Inst Eff. & Research	Dir. Library	Dir. Marketing and Comm.	Coord. Student Life	Staff
3.1 Ensure that the College offers competitive salaries and benefits to attract and retain the best qualified and diverse faculty and staff possible.	o	●								o								●						
3.2 Continue to work to recruit diverse pools of applicants for open positions through strategic recruitment.	o	●	o	o	o													●						
3.3 Promote employee growth through employee involvement and development to advance the College's mission and goals, student success and a culture of excellence.	o	●	●	●	●	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o
3.4 Celebrate employee successes through recognition and appreciation.	o	o	●	●	●													●					o	
3.5 Improve and promote the health and wellness program for all faculty and staff.	o	o	●	●	●													●					o	

GOALS ACHIEVEMENT RESPONSIBILITY MATRIX

Goal 4: Institutional Resources:
Ensure the College has the financial, physical, and technological resources needed to enhance effective and efficient operations; create inviting, safe and supportive environments; and provide for future expansion.

	Regents	President	VP. Instruction	VP. Adm & St. Serv.	AVP. Student Services	Dean. Technical Ed	Division Directors	Program Coord & Directors	Faculty	Comptroller/CFO	Dir. Adm & Registrar	Dir. Adv. & Counseling	Dir. Athletics	Dir. Continuing Ed	Dir. Development/GCF	Dir. Facilities	Dir. Financial Aid	Dir. HR & Risk Mgmt.	Dir. Information Tech	Dir. Inst Eff. & Research	Dir. Library	Dir. Marketing and Comm.	Coord. Student Life	Staff
4.1 Work to acquire supplemental funding to support the College's mission and goals.	o	•	•	•	•	•									•									•
4.1.a – Explore and apply for grants that support the College's mission and goals.	o	•	•	•	•	•									•									•
4.1.b - Explore philanthropic opportunities to support the College's mission and goals.	o	•	o	o	o	o									•									•
4.1.c - Explore opportunities to build alumni support for the College.	o	•	•	•	•	•									•									•
4.2 Reimagine physical spaces as safe, modern, accessible spaces that support teaching, learning, resident life, and student activities.	o	•	•	•	•											•								
4.2.a Remodel and repurpose the old Allied Health areas in the Northen Center to support other College programs.		•	•	•	•											•			o					
4.2.b Repurpose the old Nursing area in the Regent's Building to support other College programs.		•	•	•	•											•			o					
4.2.c Explore the possibility of expanding and improving the computer lab in the library.		•	•	•	•											•					•	•		
4.2.d Explore the possibility of upgrading and expanding space for the Culinary, Upward Bound, and BBS programs.		•	•	•	•											•								
4.2.e Explore the possibility of expanding the facilities at the Applied Technology Center (ATC).		•	•	•	•	•										•								

GOALS ACHIEVEMENT RESPONSIBILITY MATRIX

Goal 4: Institutional Resources:
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RESPONSIBILITY

Objective	Regents	President	VP. Instruction	VP. Adm & St. Serv.	AVP. Student Services	Dean. Technical Ed	Division Directors	Program Coord & Directors	Faculty	Comptroller/CFO	Dir. Adm & Registrar	Dir. Adv. & Counseling	Dir. Athletics	Dir. Continuing Ed	Dir. Development/GCF	Dir. Facilities	Dir. Financial Aid	Dir. HR & Risk Mgmt.	Dir. Information Tech	Dir. Inst Eff. & Research	Dir. Library	Dir. Marketing and Comm.	Coord. Student Life	Staff
4.2.f.1 - Explore replacing the Whitecaps Apartments and other older student housing with new student housing modeled on the Seibel Housing design.		•	•	•	•											•								
4.2.f.2 Explore expansion of student housing.		•	•	•	•											•								
4.3 - Explore the feasibility of developing and creating a black box theater for performing arts programs.		•	•	•	•											•								
4.4 - Explore the feasibility of constructing a softball field for the softball/athletic program.		•	•	•	•								•			•								
4.5 - Successfully complete the SACSCOC reaffirmation process.		•	•	•	•	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o
4.6 - Imagine the future of technology and how we use it as an institution to support students, faculty, and staff.		•	•	•	•	o	o	o	o	o	o	o	o	o	o	o	o	o	•	o	o	o	o	o
4.6.a - Investigate software strategies that improve efficiency and drive down costs.		•	•	•	•	o	o	o	o	o	o	o	o	o	o	o	o	o	•	o	o	o	o	o
4.6.b - Integrate appropriate technology into the teaching-learning process.	o	•				•	•	•	•						•				•					
4.6.c - Continue to strengthen and expand wireless systems to support teaching and learning.	o			•															•					
4.6.d - Complete a review of the College's ERP system to ensure it is continuing to meet the needs of the College currently and for the foreseeable future.	o	o		•	o					o	o					o			•					
4.7 - Review internal processes and workflow to improve efficiency.	o	•		•	•					o	o	o						o		o			•	
4.7.a – Continue implementing online documents and forms to reduce paper copies.	o	o		•	o					o	o	o						o		o			•	

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GOALS ACHIEVEMENT RESPONSIBILITY MATRIX

Goal 4: Institutional Resources: Ensure the College has the financial, physical, and technological resources needed to enhance effective and efficient operations; create inviting, safe and supportive environments; and provide for future expansion.	RESPONSIBILITY																							
	Regents	President	VP. Instruction	VP. Adm & St. Serv.	AVP. Student Services	Dean. Technical Ed	Division Directors	Program Coord & Directors	Faculty	Comptroller/CFO	Dir. Adm & Registrar	Dir. Adv. & Counseling	Dir. Athletics	Dir. Continuing Ed	Dir. Development/GCF	Dir. Facilities	Dir. Financial Aid	Dir. HR & Risk Mgmt.	Dir. Information Tech	Dir. Inst Eff. & Research	Dir. Library	Dir. Marketing and Comm.	Coord. Student Life	Staff
4.8 - Explore ways the College can reduce waste and decrease its carbon footprint.	o	o		•	o											•								
4.8.a - Conduct an energy assessment to determine where and how the college can reduce energy costs.	o	o		•	o											•								
4.8.b - Explore purchasing electric vehicles (EV) and charging stations for Facilities Department use.	o	o		•	o											•								
4.8.c - Explore installing EV charging stations at the main campus and ATC.	o	o		•	o											•								

GALVESTON COLLEGE
OPENING DOORS – CHANGING LIVES
AN INSTITUTIONAL STRATEGIC PLAN 2017-2022
Summary of Final Evaluation

Strategic Goal	Strategies	Final Status
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.		Completed
	1.1 College Affordability – Ensure attending Galveston College remains affordable.	1.1 Completed
	1.1.1 Grow available scholarship dollars for tuition, fees, books, and other expenses.	1.1.1 Completed
	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)	1.1.2 Completed
	1.1.3 Develop and implement a program to reduce the cohort loan default rate.	1.1.3 Completed
	1.1.4 Work to reduce student loan debt.	1.1.4 Completed
	1.1.5 Maintain comparable tuition and fees.	1.1.5 Completed
	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 Completed
	1.2.1 Review, evaluate, and update the core curriculum.	1.2.1 Completed

	1.2.2 Review, evaluate, and update/re-design, as appropriate, all gateway courses in order to improve student success rates.	1.2.2 Completed
	1.2.3 Expand offerings and certifications available in information technology and computer science.	1.2.3 Completed
	1.2.4 Explore the feasibility of adding additional health science programs.	1.2.4 Completed
	1.2.5 Explore the feasibility of changing the Logistics program to credit.	1.2.5 Completed
	1.2.6 Explore the feasibility of expanding continuing education offerings, particularly in the areas of IT, Law Enforcement, Health Science.	1.2.6 Completed
	1.2.7 Provide dual credit offerings to area high school students to meet student and workforce needs.	1.2.7 Completed
	1.2.8 Provide workforce continuing education courses to meet business and industry needs.	1.2.8 Completed
	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.	1.3 Completed
	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	1.4 Completed 1.4.1 Completed

	(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).	1.4.2 Completed
	1.4.3 Recruit a diverse student body and increase higher education participation rates from our service area.	1.4.3 Completed
	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 Completed
	1.5.1 Implement an online application process that allows information to automatically load into the student information system.	1.5.1 Completed
	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	1.5.2 Completed

	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.	1.5.3 Completed
	1.5.4 Create a call/phone answering center to answer student services questions during peak registration times.	1.5.4 Completed

Strategic Goal	Strategies	Final Status
Goal 2: Student Success - Improve student success through high-quality, learning-centered programs and support services that reflect the highest expectations and academic standards.		Completed
	2.1 Develop and implement a new orientation and/or first year experience program for all new students.	2.1 Completed
	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.	2.2 Completed
	2.3 Implement innovative and continuous improvement strategies that help Developmental Education students achieve college readiness.	2.3 Completed
	2.3.1 Develop and implement a co-requisite model of Developmental Education.	2.3.1 Completed
	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	2.4 Completed

	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 Completed
	2.5.1 Provide professional development activities for faculty and staff focused on management techniques designed to decrease dropouts and increase student success.	2.5.1 Completed
	2.5.2 Develop and implement new strategies and methods for paying out residual Pell and student loan balances that encourage student success.	2.5.1 Completed
	2.6 Develop and implement a proactive student success coach model for advising that incorporates an early intervention/early alert program.	2.6 Completed

GALVESTON COLLEGE
OPENING DOORS – CHANGING LIVES
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	2.7 Implement and improve student services and academic support services that promote student success.	2.7 Completed
	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.	2.7.1 Completed
	2.7.2 Improve placement, career, and transfer services.	2.7.1 Completed
	2.7.3 Continue to support and expand the male support/success program (i.e., male success initiative).	2.7.2 Completed
	2.8 Provide academic and technical dual credit programs and implement appropriate strategies that enhance student success.	2.8 Completed
	2.8.1 All dual credit students will have a degree plan on file by the end of their first semester.	2.8.1 Completed
	2.8.2 Dual credit students will complete and demonstrate success at rates equal to or greater than non-dual credit students.	2.8.1 Completed
	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.	2.8.2 Completed
	2.9 Increase student engagement in and outside of the classroom.	2.9 Completed

	2.9.1 Support the goals of the QEP, Read Deeper.	2.9.1 Completed
	2.9.2 Provide faculty professional development focused on collaborative and active learning techniques that promote high student engagement.	2.9.2 Completed
	2.9.3 Increase student participation in student activities.	2.9.3 Completed
	2.9.4 Develop a new organization of Student Ambassadors to assist in recruiting and development activities.	2.9.4 Completed
	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 Completed
	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.	2.10.1 Completed
	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.	2.10.2 Completed
	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.	2.10.3 Completed

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Strategic Goal	Strategies	Final Status
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.		Completed
	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.	3.1 Completed 3.1.1 Completed
	3.2 Provide a safe and secure campus.	3.2 Completed
	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.	3.3 Completed 3.3.1 Completed

	3.4 Improve and promote the health and wellness program for all faculty and staff.	3.4 Completed

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OPENING DOORS – CHANGING LIVES
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Strategic Goal	Strategies	Final Status
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.		Completed
	4.1 Create an environment that is welcoming and supportive to the College's new and returning students.	4.1 Completed
	4.1.1 Maintain all facilities and grounds in a neat and orderly manner.	4.1.1 Completed
	4.1.2 Create a welcome area in the lobby area of Moody Hall.	4.1.2 Completed
	4.1.3 Improve phone services (voice mail, automated answering, and phone answering services during peak periods)	4.1.3 Completed
	4.1.4 Improve internal signage and "way finding" signage.	4.1.4 Completed
	4.2 Insure that classrooms, offices and common areas are well maintained, clean, updated, and appealing to students, faculty, and staff.	4.2 Completed
	4.2.1 Develop a new list of renovation projects and "deferred maintenance" projects to be completed. The list will be updated annually.	4.2.1 Completed

	4.2.2 Update faculty offices.	4.2.2 Completed
	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 Completed
	4.3.1 Provide new opportunities for students to use their own electronic devices throughout the library and in other parts of the campus.	4.3.1 Completed
	4.3.2 Renovate and update cyber café.	4.3.2 Completed
	4.3.3 Renovate and update the computer laboratory in the Library.	4.3.3 Completed
	4.4 **Review, evaluate, update and/or renew classroom equipment and teaching learning resources.**	4.4 Completed
	4.4.1 Renovate the photography lab (FA-322) to accommodate digital photography and a new computer graphics computer lab.	4.4.1 Completed
	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.**	4.5 Completed
	4.6 **Explore opportunities to improve and/or expand facilities (consistent with the**	4.6 Completed

	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.	

GALVESTON COLLEGE

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2022

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