NEW HORIZONS

Strategic Goals and
Institutional Goals for Continued Development
2012-2017

An Institutional Master Plan
Galveston College
Galveston, Texas

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FOREWORD: A Message from the President

Galveston College has experienced a significant number of developments and changes since the publication of its institutional master plan in 2007. Following the development and implementation of the plan, Hurricane Ike struck Galveston in 2008. And then in 2011, the College experienced significant budgetary challenges as a result of the State of Texas's inability to continue to fund community colleges at rates comparable to prior years. Through it all, the College followed its institutional master plan, using the 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 to expand educational opportunities to an increasingly diverse service area. Some of the notable achievements since 2007 include:

1. The placement of graduates from our vocational-technical programs is among the best in the state.
2. Our students who transfer to four-year institutions continue to be ranked comparably to native four-year students.
3. The faculty and staff continue to upgrade and improve their skills through an active professional development program.
4. Seventy percent or more of all classes and all contact hours were taught by full-time faculty.
5. Student enrollment and fundable contact hours increased between 2007 and 2012 through increased recruiting efforts and increased fall to spring retention rates.
6. Students entering developmental studies are increasingly demonstrating readiness for gatekeeper courses and success in demonstrating college readiness.
7. As enrollment and persistence to graduation has increased, the number of certificates and degrees awarded has reached an all-time high.
8. The core curriculum was revised and updated; field of study curriculums were adopted in Business Administration, Computer Science, Criminal Justice, Education, Nursing, and Speech; and, revised and updated degree plans were adopted for all disciplines.
9. New programs were established in Pharmacy Technology, Welding, Heating and Air Conditioning, and Industrial Systems.
10. Computer learning labs were established for Developmental Mathematics and for Developmental Reading and Writing.
11. Distance education programs were updated and expanded with the adoption of online associate degrees, as well as online certificates in Computerized Tomography (CT) and Magnetic Resonance Imaging Technology (MRI), and Angel Learning (a course management system).
12. All college classrooms were converted and established as 'smart classrooms.'
13. The Cheney Student Center was remodeled and opportunities for students expanded with the addition of the 10,000 sq ft Abe and Annie Seibel Wing.

14. The College completed the purchase of a 4.3 acre site on Broadway for the development of a new vocational-technical training center. Further, the College opened Phase I of the project with 20,000 sq ft of renovated space for new technical programs in the Fall of 2010.
15. Parking for students and faculty was improved with the repaving of the Moody Hall parking lot and the development of the Avenue Q parking lot.
16. The College's main campus was expanded as the last of the houses in the blocks defined by 39th and 41st Streets and Avenues Q and R were purchased.
17. The three campus chillers were replaced with three new energy efficient chillers.
18. The College was awarded 'hold harmless funding' following Hurricane Ike, and the College expanded the use of grant funds with grants such as Title V, Building Bridges for Success, Upward Bound, Perkins, ARRA, SSBG, HEDR, and the newest of the grants, a Title V STEM grant.
19. A new ERP system was implemented with the installation and development of the Datatel Colleague system that included new modules for admissions, registration, online registration, degree audit, early alert, financial aid, student accounting, finance, and a new student portal.
20. The College's emergency management and disaster recovery plan, along with the emergency alert system, were revised and updated.
21. Competitive salaries for faculty and staff were maintained.
22. The College remains financially sound with the ability to take on various projects on a pay-as-you-go basis, including such projects as the development of the new vocational-technical center, the purchase of new chillers, and the development of the new ERP system.

It is important, however, that we not rest on our laurels. It is fitting that we look forward to the future, set our goals, and prepare the College as we prepare our students for the 21st Century. Our new institutional master plan, *New Horizons,* will help prepare Galveston College to meet the challenges that lie ahead and allow us to help 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 it contains have been considered by the college community: They are our goals, our ambitions, and they are worthy of our best efforts.

W. Myles Shelton
President

GALVESTON COLLEGE
AN INSTITUTIONAL MASTER PLAN
2012-2017

Mission

Galveston College, a comprehensive community college committed to 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, gender, color, national or ethnic origin, race, religion, creed, and/or disability.

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 developed a list of seven values as 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 unit goals to the simplest actions and decisions taken by college staff, these values will manifest themselves.

Integrity	Stewardship	Diversity	Respect
Excellence	Access	Achievement	

INTRODUCTION

The 2007-2012 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. *New Horizons* sets forth a new set of hopes and new dreams for the Galveston College community. *New Horizons* 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 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 an annual 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

New Horizons represents the completion of the first phase of the institutional planning process for 2012-2017. During the academic year 2011-2012 the faculty, the staff, the administration, the Galveston College Board of Regents, and members of the 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 2012-2017 were approved and adopted by the Galveston College Board of Regents.

The Planning and Achievement Phase

During Spring and Summer of 2012, 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
STRATEGIC GOALS

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 AND CURRICULUM DEVELOPMENT GOALS

In support of the College's mission, a variety of curricula choices are offered that are designed to serve diverse communities and prepare the student for a successful future in the 21st Century. Galveston College is committed to continuous improvement of the teaching and learning process through revisions of the curriculum and enhancements of instructional resources while remaining focused on student success. Our education and curriculum development goals in support of the mission, student success, and improving the teaching and learning process for 2012-2017 follow:

OPERATIONAL GOALS / ACTIONS FOR
EDUCATION AND CURRICULUM DEVELOPMENT

1. Evaluate, revise, and expand academic course and program offerings, as appropriate.

    a. Revise and update the Galveston College Core Curriculum.
    b. Develop and offer an Engineering program.
    c. Revise and update the Kinesiology course offerings.
    d. Revise and update the Computer Science program.
    e. Explore establishing full performing arts programs in Drama and Music.
    f. Work to increase the rate of success in gateway courses.
    g. Work to increase student graduation and transfer rates.

2. Evaluate, revise and develop career and technical programs and curricula to address the needs of students, area businesses, and local industries.

    a. Explore the feasibility of establishing a Cosmetology program and implement, if appropriate.
    b. Explore the feasibility of establishing a Diesel Engine Technology program and implement, if appropriate.
    c. Explore the feasibility of establishing an Automotive Technology program and implement, if appropriate.
    d. Develop and offer an Engineering Technology program.
    e. Evaluate and update existing career and technical programs to insure efficiency and effectiveness.
    f. Explore reestablishing the Surgical Technology certificate program.
    g. Explore expanding the Radiography program to include additional specialty options, such as Mammography and Ultrasonography.
    h. Work to increase student success, student graduation, and job placement rates in all career and technical areas.

3. Redesign and improve the Developmental Education program in order to improve student success.

    a. Develop and implement combined developmental reading/writing courses.
    b. Implement instructional technologies to help improve student success in the developmental education courses.
    c. Implement course scheduling that expedites the completion of the developmental education sequence.
    d. Develop and implement non-course-based remediation for all Developmental Education disciplines.
    e. Work to identify "leakage points" in the developmental system and provide appropriate interventions to improve the rate of student success in developmental coursework.

4. Evaluate, revise, and expand Continuing Education course and program offerings, as appropriate.

    a. Redesign the Continuing Education programs to ensure consistency and increase efficiency in order to improve profitability.
    b. Identify and establish training courses needed to serve the Port of Galveston and the maritime industry.
    c. Increase revenue from corporate training programs.
    d. Establish relationships with local and state professional organizations to provide required annual CEU courses.
    e. Identify emerging high demand non-credit training needs and offer as appropriate.
    f. Partner with the Galveston Chamber of Commerce to redesign and develop an up-to-date curriculum and format for the Leadership Galveston program.

5. Evaluate, revise, and update distance education course offerings.

6. Evaluate, revise, and expand course offerings and access for dual credit students.

    a. Enhance partnerships with local high schools to offer more dual credit opportunities to high school students.
    b. Expand dual credit opportunities to include career and technical courses.
    c. Establish refined dual credit procedures to improve communication and effectiveness of the dual credit program.

7. Evaluate, update, and/or expand classroom equipment, teaching and learning resources, and appropriate training.

    a. Provide faculty and staff the professional development needed to insure effective use of instructional technology, particularly to support the distance education courses.
    b. Increase the number of courses that utilize available online and technical resources to enhance the learning experience.
    c. Update and expand the computer labs and other resources to support the STEM programs.
    d. Update the Developmental Education lab classrooms to better serve the students.
    e. Explore the feasibility of developing a nursing simulation lab in order to meet the needs of the Nursing and Allied Health programs.

8. Update and/or develop articulation and pathway agreements for academic and technical programs with other Texas colleges and universities.

    a. Establish articulation agreements with colleges and universities to support the new Engineering program.
    b. Establish articulation agreements with colleges and universities to support the Criminal Justice program.
    c. Explore establishing additional articulation agreements, as needed.

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.

10. Evaluate, revise, and implement a consistent program evaluation process for each academic, developmental education, and technical program.

11. Work to implement teaching and learning strategies and practices that are proven to close achievement gaps.

FACILITIES DEVELOPMENT GOALS

In order to fulfill the educational purposes of Galveston College, to grow the contact hours, to support the teaching-learning process, and to support student success, the facilities must be adequate, secure, and attractive. These facilities include all buildings and grounds considered as part of the campus. The 2012-2017 goals for facilities development include:

OPERATIONAL GOALS / ACTIONS FOR
FACILITIES DEVELOPMENT

1. Complete the expansion and build-out of the vocational-technical center in order to provide space for new programs and new training opportunities.

2. Renovate designated campus science labs, computer labs, and STEM areas.

3. Renovate the restrooms in the Northen building.

4. Improve campus signage, including but not limited to, exterior building signage and way-finding signage.

5. Continue to acquire property, as appropriate, to support and ensure the future of the College.

6. Explore developing a performing arts center.

7. Explore expanding parking areas for students, faculty, and staff.

8. Provide a safe and secure campus.

9. Explore expanding student housing.

10. Work to improve the energy efficiency of the campus.

11. Expand, renew, adapt, and remodel other campus facilities, as appropriate.

FINANCIAL DEVELOPMENT GOALS

The long-range success of teaching and learning at Galveston College relies largely on the maintenance of sound fiscal policy. Not only must the College balance its yearly budget, but it must strive to maintain and/or improve its financial stability in each year of this plan. To achieve these ends and support student success as well as teaching and learning for the 21st Century, goals for financial development during the periods of 2012-2017 include:

OPERATIONAL GOALS / ACTIONS FOR
FINANCIAL DEVELOPMENT

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.

2. Maintain a tuition waiver for senior citizens.

3. Work to identify and attempt to secure additional funds for scholarships and financial aid.

4. Work to identify and attempt to secure grant funding to develop and/or enhance programs and services.

5. Work to identify and attempt to secure additional resources to implement and maintain new programs.

6. Work to identify and attempt to secure additional resources that promote and/or enhance student success.

7. Work to identify and attempt to secure additional resources for faculty and staff professional development.

8. Continue to monitor and meet or exceed financial viability ratios.

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.

INSTITUTIONAL AND MANAGEMENT DEVELOPMENT GOALS

The role of management and administration is an essential part in the development and growth of any college. However, the role is especially significant at a small institution such as Galveston College. The existing personnel must develop specific skills to aid in the management development of the College. The College must follow the major economic and social patterns of the communities we serve. The goals for the implementation of a plan for student success, the advancement of teaching and learning, and for institutional and management development for 2012-2017 follow:

**OPERATIONAL GOALS / ACTIONS FOR
INSTITUTIONAL AND MANAGEMENT DEVELOPMENT**

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.

2. Maintain an appropriate organizational structure that promotes and supports student success.

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.

    a. Update the information technology infrastructure of the College.
    b. Update and provide for an efficient student email system.
    c. Provide for an annual update of technology through a computer refresh plan that incorporates a systematic advancement of technology.
    d. Continue to support and advance the College's ERP system.
    e. Continue to develop, support, and advance the College's portal and web presence.
    f. Update the learning management system.
    g. Provide appropriate professional development training for faculty and staff.

4. Develop an institutional dashboard (report card) that is focused on student success.

5. Work to expand alumni support.

6.   Revise and update all Galveston College policies and procedures.

7.   Develop and publish a new Faculty Handbook.

8.   Update the Emergency Evacuation Plan and Disaster Recovery Plan.

9.   Build faculty and staff skills in data interpretation and analysis.

10.   Explore and consider opportunities to move towards a paperless office, a paperless classroom, and a greener environment in the work place.

PERSONNEL DEVELOPMENT GOALS

A two-year college's uniqueness is the direct result of its diversification. Philosophically, the two-year college offers a plethora of opportunities to a community: transfer programs, vocational programs, skill upgrading programs, and life-long learning or leisure-learning programs. These opportunities can be offered only when qualified personnel are available. Therefore, the key to a successful two-year college lies with its faculty and its support staff.

Galveston College has continually maintained a commitment to provide a highly qualified and dedicated faculty and staff. Although the first step for any institution is seeking and hiring qualified professionals, Galveston College also strives to retain these professionals by providing ongoing personnel and professional development. The goals of personnel development during the planning period of 2012-2017 encompass:

OPERATIONAL GOALS / ACTIONS FOR
PERSONNEL DEVELOPMENT

1. Work to recruit and retain competent, diverse, and qualified personnel through competitive salaries, quality benefit packages, and a positive and productive work environment.

2. Provide ongoing professional development and training opportunities for faculty and staff.

3. Work to improve career advancement opportunities, and work to encourage and support faculty and staff participation in professional development opportunities.

4. Provide for new employee orientation during the first year of employment.

5. Maintain an acceptable balance between full-time and part-time faculty.

6. Develop an on-line process for applications for employment.

7. Improve personnel reporting processes for state and federal personnel reports.

STUDENT SERVICES DEVELOPMENT GOALS
AT GALVESTON COLLEGE

No institution of higher learning can exist without a student body. A qualified and dedicated faculty can perform its function only when students are served. These students must be provided with incentives to choose Galveston College by having available a wide range of student services both in and out of the classroom that support the teaching-learning process. With this goal in mind, Galveston College has established the following goals for 2012-2017:

OPERATIONAL GOALS / ACTIONS FOR
STUDENT SERVICES DEVELOPMENT

1. Evaluate and update student recruiting and admissions.

   a. Increase number of high school visits and contacts with service area high schools.
   b. Develop and implement student access to degree audit information.
   c. Work with non-high school graduates to obtain admissions through obtaining a GED.
   d. Enhance recruiting and marketing efforts at area middle schools and high schools.

2. Work to recruit and support a diverse and underrepresented student population.

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.

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.

   a. Enhance the student tracking system.
   b. Capitalize on existing data to ensure that current students are successful and retained by enhancing the student response system / Early Alert System.
   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.

5. Evaluate and update the student advisement and degree planning process to increase faculty participation and student success.

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.

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.

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.

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.

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.

Education and Curriculum Goals

RESPONSIBILITY

#	Goal	Regents	President	VP, Instruction	VP, Administration	VP, Student Services	Dean, Technical Ed	Dir, IE & Research	Division Directors	Faculty	Dir, STEM	Dir, Library	Dir, Fac & Security	Dir, HR & Risk Mgmt	Dir, Bus Services	Dir, Athletics	Dir, Info Technology	Dir, Inst Advancement	Dir, Financial Aid	Dir, Adm & Registrar	Coord, Distance Ed	Coord, CE	Coord, Student Act	Staff	Custodial & Maint
1.	Evaluate, revise, and expand academic course and program offerings, as appropriate.	○	○	●		○		○	●	●	●													○	
2.	Evaluate, revise, and develop career and technical programs and curricula to address the needs of students, area businesses, and local industries.	○	○	●		○	●	○	●	●														○	
3.	Redesign and improve the Developmental Education program in order to improve student success.	○	○	●		○		○	●	●														○	
4.	Evaluate, revise, and expand Continuing Education course and program offerings, as appropriate.	○	○	●			●	○	○	○												●		○	
5.	Evaluate, revise, and update distance education course offerings.	○	○	●			●	●	●	●											●			○	
6.	Evaluate, revise, and expand course offerings and access for dual credit students.	○	○	●			●	○	●	●											●				
7.	Evaluate, update, and/or expand classroom equipment, teaching and learning resources, and appropriate training.	○	○	●			●	○	●	●	●	●					●				●	●		○	
8.	Update and/or develop articulation and pathway agreements for academic and technical programs with other Texas colleges and universities.	○	○	●		○	●	○	●	●									●						
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.		○	●			●		●	●								○						○	
10.	Evaluate, revise, and implement a consistent program evaluation process for each academic, developmental education, and technical program.		○	●			●	●	○	○															
11.	Work to implement teaching and learning strategies and practices that are proven to close achievement gaps.		○	●			●		●	●	○										○	○			

GOALS MATRIX

Facilities Goals	RESPONSIBILITY																							
	Regents	President	VP, Instruction	VP, Administration	VP, Student Services	Dean, Technical Ed	Dir, IE & Research	Division Directors	Faculty	Dir, STEM	Dir, Library	Dir, Fac & Security	Dir, HR & Risk Mgmt	Dir, Bus Services	Dir, Athletics	Dir, Info Technology	Dir, Inst Advancement	Dir, Financial Aid	Dir, Adm & Registrar	Coord, Distance Ed	Coord, CE	Coord, Student Act	Staff	Custodial & Maint
1. Complete the expansion and build-out of the vocational-technical center in order to provide space for new programs and new training opportunities.	●	●	●	●		●						●		○									○	
2. Renovate designated campus science labs, computer labs, and STEM areas.	●	●	●	●						●		●		○									○	
3. Renovate the restrooms in the Northen building.	○	●		●								●											○	
4. Improve campus signage, including but not limited to, exterior building signage and way-finding signage.	○	○		●								●											○	○
5. Continue to acquire property, as appropriate, to support and ensure the future of the College.	●	●		○										○										
6. Explore developing a new performing arts center.	○	●	●	●								●												
7. Explore expanding parking areas for students, faculty, and staff.	○	●		●								●												
8. Provide a safe and secure campus.	○	○		●	●							●											●	
9. Explore expanding student housing.	○	○		●								●												
10. Work to improve the energy efficiency of the campus.	○	○		●								●												
11. Expand, renew, adapt, and remodel other campus facilities, as appropriate.	○	○	○	●	○							●											○	○

GOALS MATRIX

Financial Goals		Regents	President	VP, Instruction	VP, Administration	VP, Student Services	Dean, Technical Ed	Dir, IE & Research	Division Directors	Faculty	Dir, STEM	Dir, Library	Dir, Fac & Security	Dir, HR & Risk Mgmt	Dir, Bus Services	Dir, Athletics	Dir, Info Technology	Dir, Inst Advancement	Dir, Financial Aid	Dir, Adm & Registrar	Coord, Distance Ed	Coord, CE	Coord, Student Act	Staff	Custodial & Maint
									RESPONSIBILITY																
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.	●	●		●										●										
2.	Maintain a tuition waiver for senior citizens.	●	●		●										●										
3.	Work to identify and attempt to secure additional funds for scholarships and financial aid.	●	●	○	●	●												●	●						
4.	Work to identify and attempt to secure grant funding to develop and/or enhance programs and services.	○	○	●	●	●	●								●			●	●						
5.	Work to identify and attempt to secure additional resources to implement and maintain new programs.	●	●	○	○	○									○			●							
6.	Work to identify and attempt to secure additional resources that promote and/or enhance student success.	●	●	●	●	●	●								○			●	●						
7.	Work to identify and attempt to secure additional resources for faculty and staff professional development.	○	○	●	○	○	○		○	○					○			●							
8.	Continue to monitor and meet or exceed financial viability ratios.	●	●		●										●										
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.	●	●	○	○	○	○								○			●							

GOALS MATRIX

Institutional and Management Goals

RESPONSIBILITY

#	Goal	Regents	President	VP, Instruction	VP, Administration	VP, Student Services	Dean, Technical Ed	Dir, IE & Research	Division Directors	Faculty	Dir, STEM	Dir, Library	Dir, Fac & Security	Dir, HR & Risk Mgmt	Dir, Bus Services	Dir, Athletics	Dir, Info Technology	Dir, Inst Advancement	Dir, Financial Aid	Dir, Adm & Registrar	Coord, Distance Ed	Coord, CE	Coord, Student Act	Staff	Custodial & Maint
1.	Design, develop, and implement a comprehensive marketing strategy and campaign for all of the College's program offerings that includes, but is not limited to, social networking and web-based media strategies.	○	○	○	●	○	○											●							
2.	Maintain an appropriate organizational structure that promotes and supports student success.	●	●	○	○	○								○											
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.	○	○	○	●	○											●							○	
4.	Develop an institutional dashboard (report card) that is focused on student success.	○	○	○	○	○	○	●									●							○	
5.	Work to expand alumni support.	○	○	○	○	○	○		○	○								●						○	
6.	Revise and update all Galveston College policies and procedures.	●	●	○	○	○				○														○	
7.	Develop and publish a new Faculty Handbook.		●			●		●	●					○											
8.	Update the Emergency Evacuation Plan and Disaster Recovery Plan.	○	○		●								●	●											
9.	Build faculty and staff skills in data interpretation and analysis.	○	○	●	●	●	●	●	○	○				○							○				
10.	Explore and consider opportunities to move towards a paperless office, a paperless classroom, and a greener environment in the work place.	○	●	●	●	○	○	○	○	○														○	

GOALS MATRIX

Personnel Goals	RESPONSIBILITY																							
	Regents	President	VP, Instruction	VP, Administration	VP, Student Services	Dean, Technical Ed	Dir, IE & Research	Division Directors	Faculty	Dir, STEM	Dir, Library	Dir, Fac & Security	Dir, HR & Risk Mgmt	Dir, Bus Services	Dir, Athletics	Dir, Info Technology	Dir, Inst Advancement	Dir, Financial Aid	Dir, Adm & Registrar	Coord, Distance Ed	Coord, CE	Coord, Student Act	Staff	Custodial & Maint
1. Work to recruit and retain competent, diverse, and qualified personnel through competitive salaries, quality benefit packages, and a positive and productive work environment.	●	●	●	●	●	○		○	○				●										○	
2. Provide ongoing professional development and training opportunities for faculty and staff.	○	○	●	●	●			●	●				●										○	
3. Work to improve career advancement opportunities, and work to encourage and support faculty and staff participation in professional development opportunities.	○	○	○	●	●			●	●				●										○	
4. Provide for new employee orientation during the first year of employment.	○	○	○	●	○			○	○				●										○	
5. Maintain an acceptable balance between full-time and part-time faculty.	●	●	●	○				○	○				○											
6. Develop an on-line process for applications of employment.				●									●			●								
7. Improve personnel reporting processes for state and federal personnel reports.				●									●			●								

GOALS MATRIX

Student Services Goals — RESPONSIBILITY

Goal	Regents	President	VP, Instruction	VP, Administration	VP, Student Services	Dean, Technical Ed	Dir, IE & Research	Division Directors	Faculty	Dir, STEM	Dir, Library	Dir, Fac & Security	Dir, HR & Risk Mgmt	Dir, Bus Services	Dir, Athletics	Dir, Info Technology	Dir, Inst Advancement	Dir, Financial Aid	Dir, Adm & Registrar	Coord, Distance Ed	Coord, CE	Coord, Student Act	Staff	Custodial & Maint
1. Evaluate and update student recruiting and admissions.					●											○			●				○	
2. Work to recruit and support a diverse and underrepresented student population.	○	○	●	●	●	●	○	●	●	○	○	○	○	○	○	○	○	●	●	○	○	○	○	○
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.	○	○	●		●	●	○	●	●	●						○	○	○				○		
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.	○	○	●	○	●	○	○	●	●	○								○	○	○	○	○	○	
5. Evaluate and update the student advisement and degree planning process to increase faculty participation and student success.			●		●	●	○	○	○											○			○	
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.		○	○	○	●																	●	○	
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.		○		●	●		○							●		●		●	●				○	
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.			●		●	○		●	●		○												○	

	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.

	Regents	President	VP, Instruction	VP, Administration	VP, Student Services	Dean, Technical Ed	Dir, IE & Research	Division Directors	Faculty	Dir, STEM	Dir, Library	Dir, Fac & Security	Dir, HR & Risk Mgmt	Dir, Bus Services	Dir, Athletics	Dir, Info Technology	Dir, Inst Advancement	Dir, Financial Aid	Dir, Adm & Registrar	Coord, Distance Ed	Coord, CE	Coord, Student Act	Staff	Custodial & Maint
9.		●			●	●	○	●	●											●			○	

GOALS MATRIX

Student Services Goals	RESPONSIBILITY																							
	Regents	President	VP, Instruction	VP, Administration	VP, Student Services	Dean, Technical Ed	Dir, IE & Research	Division Directors	Faculty	Dir, STEM	Dir, Library	Dir, Fac & Security	Dir, HR & Risk Mgmt	Dir, Bus Services	Dir, Athletics	Dir, Info Technology	Dir, Inst Advancement	Dir, Financial Aid	Dir, Adm & Registrar	Coord, Distance Ed	Coord, CE	Coord, Student Act	Staff	Custodial & Maint
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.		○			●				○													●	○	

GALVESTON COLLEGE INSTITUTIONAL MASTER PLAN 2007-2012
FINAL REPORT – EXECUTIVE SUMMARY

EDUCATION AND CURRICULUM DEVELOPMENT GOALS

Goal/ Action	Status (Completed, Ongoing, On-Hold, Pending or Deleted)
1. Evaluate, update, revise, and expand academic course and program offerings, as appropriate.	Completed
a. Revise and update the Galveston College Core Curriculum.	Completed/Ongoing
b. Adopt and establish Field of Study curriculums/ programs.	Completed/Ongoing
c. Establish academic degree plans for each major, area of emphasis, and/or field of study.	Completed
d. Develop and offer courses and a program of study in education and teaching.	Completed
e. Increase the number and diversity of elective academic course offerings.	Completed/Ongoing
f. Explore and establish new courses, programs, and/or degrees needed by potential students, employers, and others, as appropriate.	Completed/Ongoing
g. Work to establish new courses and programs in the maritime business administration in cooperation with Texas A & M Galveston.	Completed/Ongoing
2. Evaluate, update, revise, and expand technical course and program offerings in the area of the Health Sciences, as appropriate.	Completed
a. Expand the Associate Degree in Nursing by initiating a Spring intake to start two cohorts per academic year and by increasing the number of available slots for the Fall Semester cohort.	On-Hold
b. Establish a collaborative degree plan in Emergency Medical Services (EMS) that offers a pathway to a baccalaureate degree.	Deleted
c. Establish a collaborative degree plan in Respiratory Care with UTMB that offers a pathway to the baccalaureate degree.	Completed
d. Pursue articulation agreement in Radiography with M. D. Anderson.	In-Progress
e. Increase the number of students in Biotechnology and other sciences by promoting mathematics and science in area schools (K-12).	Completed
f. Explore feasibility of establishing and implementing an AAS in Sonography.	Completed
g. Explore feasibility of establishing and implementing a Certificate Program and AAS in Veterinary Medicine.	Completed

h. Explore feasibility of establishing and implementing a Certificate Program in Pharmacy Technology.	Completed
3. Evaluate, update, revise, and expand applied technical course and program offerings in the area of business, information technology, industrial technology, and applied technology, as appropriate.	Completed/Ongoing
a. Explore and work to establish new courses - programs in industrial technology to possibly include, but not limited to Industrial Building Maintenance, Air Conditioning and Heating, Welding and Pipe-fitting, Construction Trades.	Completed
b. Work to establish new courses and programs to serve the Port of Galveston and the maritime industry.	Ongoing
c. Explore and work to establish new courses and programs in business administration and management.	Completed
d. Explore and work to establish new courses and programs in information sciences and information technology.	Completed
e. Explore and work to establish new courses and programs in applied technology.	Completed
f. Explore the viability of establishing a certification program for insurance professionals.	Completed
4. Redesign and improve the developmental education curriculum/program in order to improve student success.	Completed/Ongoing

5. Evaluate, update, revise, and expand continuing education course and program offerings, as appropriate.	Completed/Ongoing
a. Establish training partnerships with area employers.	Completed/Ongoing
b. Work to establish on-line CE courses.	Completed/Ongoing
c. Work to establish new CE courses for business and industry training and retraining.	Completed/Ongoing
6. Update, revise, and expand distance education programs.	Completed/Ongoing
a. Work to develop and deliver a full on-line academic degree program.	Completed/Ongoing
b. Work to develop and deliver at least one full on-line technical degree program.	Completed/Ongoing
7. Increase the number of course offerings and access for dual credit students.	Completed/Ongoing
a. Increase the number of courses offered for dual credit at Ball High School, at Hamshire-Fannett High School, and at O'Connell High School.	Completed/Ongoing

b. Expand marketing efforts on career and financial advantages of dual credit opportunities.	Completed/Ongoing
c. Implement a 'turn key' enrollment process for dual credit students.	Completed/Ongoing
d. Extend Universal Access Scholarships to dual credit students.	Completed
e. Expand dual credit opportunities to include technical courses and programs.	Completed/Ongoing
g. Create E-compass site (testing site) at Ball and O'Connell High Schools in order to test dual credit students on-site.	Completed
8. Work to incorporate the best practices from the THECB course redesign project.	Completed/Ongoing
9. Evaluate, update, and/or expand classroom equipment and teaching resources.	Completed/Ongoing
10. Update and/or develop articulation and pathway agreements for academic and technical programs with other Texas Colleges and Universities.	Completed/Ongoing

FACILITIES DEVELOPMENT GOALS

Goal/ Action	Status (Completed, Ongoing, On-Hold, Pending or Deleted)
1. Remodel the Cheney Student Center (approximately 6,100 sq ft) and expand the student center to support student life (approximately 14,000 square feet).	Completed
2. Work to fully establish a one stop shop in the Moody building providing easy access to admissions, registration, counseling and advising, financial aid, and the business office.	Deleted
3. Develop and establish facilities for new and expanded vocational-technical programs.	Completed, In-Progress
4. Provide adequate well-lighted parking lots.	Completed
5. Provide a safe and secure campus.	Completed/Ongoing
6. Explore expanding student housing.	Completed
7. Expand, renew, adapt, and remodel other campus facilities, as appropriate.	Completed/Ongoing
8. Explore and improve the energy efficiency of the campus.	Completed/Ongoing

FINANCIAL DEVELOPMENT GOALS

Goal/ Action	Status (Completed, Ongoing, On-Hold, Pending or Deleted)
1. Maintain tuition and fees at a level comparable to and competitive with other community colleges of similar size within the State of Texas and specifically comparable to and competitive with other colleges on the Gulf Coast.	Completed/Ongoing
2. Adopt a tuition waiver for senior citizens.	Completed
3. Work to increase funds available for scholarships and financial aid.	Completed/Ongoing
4. Work to expand available grant funds.	Completed/Ongoing

INSTITUTIONAL AND MANAGEMENT DEVELOPMENT GOALS

Goal/ Action	Status (Completed, Ongoing, On-Hold, Pending or Deleted)
1. Design, develop, and implement a new comprehensive marketing strategy and campaign for all of the College's program offerings.	Completed/Ongoing
2. Establish an appropriate organizational structure to support the growth and success of the College.	Completed/Ongoing
3. Work to maintain and improve class schedules in order to meet the needs of traditional and non-traditional students.	Completed/Ongoing
a. Adopt and offer mini-semesters and/or second chance semesters as a regularly scheduled service format.	Completed/Ongoing
b. Coordinate schedule preparation efforts to decrease time conflicts.	Completed/Ongoing
c. Expand number of core curriculum offerings in non-primetime time slots.	Completed/Ongoing
d. Establish flexible entry courses during the semester.	Completed/Ongoing
e. Increase number of weekend and one day per week course offerings.	Completed
f. Increase number of courses offered on-line throughout the semester.	Completed/Ongoing
g. Develop on-line class schedule format to differentiate between online classes and onsite classes.	Completed/Ongoing
h. Explore offering classes offsite in community centers or in other locations throughout the service area.	Completed
i. Establish suitable schedules for CE classes.	Completed
4. Provide appropriate technology to meet the needs of the College's programs and services; provide appropriate technology to support the teaching and learning process.	Completed/Ongoing
5. Select and implement a new integrated management information system (SIS / ERP), including all major modules and a dynamic web access for students and all student services.	Completed/Ongoing
6. Work to maintain a student-centered teaching-learning environment.	Completed/Ongoing
7. Work to expand alumni support.	In-Progress

8. Revise and update all Galveston College policies and procedures.	Completed/Ongoing
9. Establish an Emergency Alert System to provide critical information to students, faculty, and staff in a timely manner. (Emergency messages to be sent via cell phone, text message, e-mail, or other designated phone line.)	Completed
10.Update the Emergency Evacuation Plan and Disaster Recovery Plan.	Completed/Ongoing

PERSONNEL DEVELOPMENT GOALS

Goal/ Action	Status (Completed, Ongoing, On-Hold, Pending or Deleted)
1. Work to recruit and retain competent and qualified personnel through competitive salaries and a positive work environment.	Completed/Ongoing
2. Provide ongoing training for faculty and staff in appropriate areas and subjects via in-service instruction, continuing education courses, and college credit courses.	Completed/Ongoing
3. Work to improve professional development opportunities, and work to encourage and support faculty and staff participation in professional development opportunities.	Completed/Ongoing
4. Provide for new employee orientation and mentoring during the first year of employment.	Completed/Ongoing
5. Maintain an acceptable balance between full-time and part-time faculty.	Completed/Ongoing

STUDENT SERVICES DEVELOPMENT GOALS

Goal/ Action	Status (Completed, Ongoing, On-Hold, Pending or Deleted)
1. Work to improve recruiting and admissions.	Completed/Ongoing
a. Increase number of high school visits and contacts with service area high schools.	Completed/Ongoing
b. Develop and implement a new admissions module for increased and ongoing communications with applicants.	Completed/Ongoing
c. Develop and implement on-line inquiry form to communicate and track applicants.	Completed/Ongoing
d. Develop and implement a complete on-line registration process.	Completed
e. Develop and implement student access to transcript and degree audit information.	Completed
f. Work with non-high school graduates to obtain admissions through obtaining a GED or acceptance to the College through an ability-to-benefit admission.	Completed/Ongoing

Goal/ Action	Status
g. Promote distance learning classes by providing a direct link to the distance education programs on the GC Web Site.	Completed
h. Establish a mobile on-site advising and registration team to take throughout the service area to encourage awareness and promote enrollment.	Completed/Ongoing
i. Increase recruiting, marketing, and GC presence in the Hamshire-Fannett area of the GC service area.	Completed/Ongoing
j. Establish recruiting and marketing efforts at area middle schools and high schools.	Completed/Ongoing
2. Work to improve student retention	Completed/Ongoing
a. Establish a student tracking system.	Completed
b. Determine specific course needs of current GC credit students utilizing data collection and analyses to increase retention and program completion.	Completed

Goal/ Action	Status
c. Capitalize on existing data to ensure that current students are successful and retained by enhancing the student response system/Early Alert System.	Completed
3. Redesign and implement a new student advisement process.	Completed
4. Explore working with the City of Galveston to provide city bus passes (free or reduced rate) for students attending Galveston College.	Completed

5. 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/ In-Progress
6. Work to improve transfer opportunities through expanded partnerships with other colleges and universities.	Completed/Ongoing
7. Evaluate the need for expanded daycare services for Galveston College students and employees.	Completed
8. Explore expanding opportunities for students to participate in intramural activities.	Completed/Ongoing
9. Explore expanding opportunities for students to participate in intercollegiate sports.	Completed
10.Explore expanding opportunities for students to participate in intercollegiate academic competition.	Completed
11.Work to identify potential ESL students and to enroll these students in ESL classes.	Completed/Ongoing
12.Work to initiate offering the Spanish GED.	Completed

COLLEGE ADMINISTRATION

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Anthony Brisick, Security Officer

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Jeremy Conn, Help Desk Technician

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Elizabeth Dizon, Security

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