



# **GOLDEN WEST COLLEGE STRATEGIC PLAN 2021-2025**

*Approved by Planning and Budget Committee on March 9, 2022*

| Golden West College<br>Goal #1: Enrollment  | Strategies  | Primary Committees/<br>Departments/Positions   | College-wide<br>Metrics  |
|---|---|--|--|
| <i>GWC will increase credit and noncredit enrollment while providing efficient academic programs and student services</i> | Strategy 1: Increase enrollment of current high school students through dual and concurrent enrollment  | (CCD, EMC, DEIA, ASGWC) <b>Dual Enrollment</b>   | Please see the Proposed Metrics to Track Success of College Goals below. |
|   | Strategy 2: Enhance outreach and recruitment for pipelines into GWC   | (EMC, DEIA, CCD, ASGWC) <b>Outreach Collective, Marketing and Promotions</b>                                   |  |
|   | Strategy 3: Increase opportunities and pipelines from GWC to transfer or workforce  | IEC, DEIA (Note: EMC focuses more on FTEs growth as opposed to outcomes) <b>Transfer Center, Career Center</b> |  |
|   | Strategy 4: Increase offerings and new classes for non-credit that meet community needs   | (EMC, DEIA, CCD) <b>Instructional Divisions/Faculty, Adult Education Program</b>                               |  |
|   | Strategy 5: Improve/coordinate scheduling   | (CCD) <b>Instructional Divisions/Faculty, Scheduler</b>  |  |
|   | Strategy 6: Improve access/enrollment/retention of students moving from prospect to applicant, applicant to enrollee, and enrollee to graduate/transfer.  | (EMC, DEIA, ASGWC) <b>Enrollment Services, Counseling</b>  |  |
|   | Strategy 7: Create programs and curriculum to attract students  | (CCD, CCI) <b>Instructional Divisions/Faculty</b>  |  |
| Golden West College<br>Goal #2: Equity & Success  | Strategies  | Primary Committees/<br>Departments/Positions   |  |
| <i>GWC will support, enhance, and develop equity-minded services and academic programs that lead to student success</i>   | Strategy 1: Support curriculum development of academic programs and courses that enhance equity-mindedness and diversity in the curriculum.   | (DEIA, CCD, CCI) <b>Instructional Divisions/Faculty</b>  |  |
|   | Strategy 2: Identify and increase access for disproportionately impacted students to increase their retention and success rates by removing barriers.   | (DEIA, CTC, DEAC, ASGWC, SSFC)   |  |
|   | Strategy 3: Identify and create processes and roadmaps to reduce barriers and foster success for all students.  | (DEIA, CTC, ASGWC, AS, CCD, SSFC, IEC) <b>Human Resources, Equity</b>  |  |
|   | Strategy 4: Adopting equity minded practices in providing counseling and accessible student services that empower students to stay on the path toward completion.   | (DEIA, IEC, EMC) <b>Counseling</b>   |  |
|   | Strategy 5: Incorporate equity-minded decision making to create, promote, and maintain activities, programs, committees, planning documents, college decisions, and instruction that welcome, celebrate, and encourage respect for all. | (DEIA, CCD, AS, PDAC, IPD, DEIA)   |  |

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|   | Strategy 6: Incorporate equity-minded hiring approaches to identify, attract and retain diverse college personnel. Leverage existing programs to attract a diverse pool of part-time and full-time faculty.   | (DEIA, Planning, Budget) Human Resources, Equity  |  |
| <b>Golden West College<br/>Goal #3: Completion</b>  | <b>Strategies</b>   | <b>Primary Committees/<br/>Departments/Positions</b>  |  |
| <i>GWC will ensure students' timely completion of degrees and certificates by providing high quality academic programs and student services</i> | Strategy 1: Offer Students additional active support in order to help them enter their desired pathway and stay on track to their goals, both within Golden West and when they transfer.  | (EMC, Planning, Budget, SSFC, CTC, DEIA, ASGWC) Transfer Center, Counseling                           |  |
|   | Strategy 2: Provide Students with clear pathways to completion, including schedules that facilitate timely completion and provide on and off ramps for students.  | (EMC, CCD) Instructional Divisions/Faculty, Counseling  |  |
|   | Strategy 3: Make essential information such as program maps more accessible to students.  | (EMC, CTC, ASGWC) Guided Pathways Workgroup, Marketing and Promotions, Counseling                     |  |
|   | Strategy 4: Remove complexity and barriers from the system. Ensure that the college is using student-friendly language that does not assume that students have the same vocabulary.   | (EMC, DEIA, ASGWC)  |  |
|   | Strategy 5: Continuously revise curriculum to meet students' transfer and/or workforce needs.   | (Planning, CCI, CCD) Instructional Divisions/Faculty  |  |
|   | Strategy 6: Provide personalized student services to help students complete their academic goals.   | (EMC, CTC, Planning, Budget, IPD), Early Alert Workgroup, CaMP workgroup                              |  |
|   | Strategy 7: Incentivize student completion by celebrating achievements during their college journeys.   | (EMC, ASGWC) Marketing and Promotions   |  |
| <b>Golden West College<br/>Goal #4: Workforce Preparation</b>   | <b>Strategies</b>   | <b>Primary Committees/<br/>Departments/Positions</b>  |  |
| <i>GWC will support student success by developing and offering academic programs and student services that maximize career opportunities.</i>   | Strategy 1: Expose students to a wide variety of career opportunities they may not have considered or had access to, including developing new programs that respond to local and regional workforce needs and integrating industry credentials where appropriate. | (Planning, EMC, CCI, CCD, ASGWC) Career Center, CTE Division Office, Counseling, Non-Credit Education |  |
|   | Strategy 2: Increase engagement with local industry and employers to integrate GWC coursework into local businesses and place students directly into the local workforce at a living wage.  | (Planning, Budget, EMC, CCI) Career Center, CTE Division Office, Instructional Divisions/Faculty      |  |

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|  | Strategy 3: Provide students with flexible programs and scheduling options.   | (CCD) Instructional Divisions/Faculty                       |  |
|  | Strategy 4: Provide additional support and resources to the Student Career Center.  | Career Center, Counseling, VPI, VPSS, ASGWC                 |  |
|  | Strategy 5: Use available data regarding employment data and find ways to collect additional data on student employment outcomes.   | (IEC), CTE Executive Dean                                   |  |
|  | Strategy 6: Leverage new Technology to expand training and lower costs.   | (CTC), CTE Division Office, Instructional Divisions/Faculty |  |
|  | Strategy 7: Create a viable internship and work-based learning program to benefit ALL students.   | (ASGWC) CTE Division Office, Career Center                  |  |
| <b>Golden West College<br/>Goal #5: Facilities</b><br><br><i>GWC will provide flexible, accessible, and sustainable learning environments that support the success of students, faculty, and staff, and communities.</i> | <b>Strategies</b>   | <b>Primary Committees/<br/>Departments/Positions</b>        |  |
|  | Strategy 1: Maintain clean and inviting spaces that promote student success, retention, and support student need.   | (SSFC, ASGWC) Office of Instruction                         |  |
|  | Strategy 2: Ensure that classrooms and online faculty, students and staff have the technology and equipment necessary to support faculty, staff, and student educational goals. | (SSFC, CTC, ASGWC)  |  |
|  | Strategy 3: Repurpose and update outdated and underutilized spaces and build new spaces to create community (both on-campus and with the neighboring community).                | (SSFC, CTC, DEIA, ASGWC) VPA                                |  |
|  | Strategy 4: Create more collaborative spaces on campus specifically for students to interact with each other and with faculty.  | (SSFC, CTC, DEIA, ASGWC)                                    |  |
|  | Strategy 5: Continue to improve food and dining options and physical spaces for food services.  | (SSFC, DEIA, ASGWC)   |  |
|  | Strategy 6: Provide affordable retail supplies and textbooks for students that are readily available.   | (SSFC, DEIA, EMC, ASGWC)                                    |  |
|  | Strategy 7: Continue to develop campus infrastructure to improve wayfinding and increase accessibility.   | (SSFC, DEIA, CTC, ASGWC) DSPS                               |  |
| <b>Golden West College<br/>Goal #6: Professional<br/>Development</b>   | <b>Strategies</b>   | <b>Primary Committees/<br/>Departments/Positions</b>        |  |
|  | Strategy 1: Centralize professional development opportunities for all college personnel to have one resource. This would include opportunities on and off campus.               | (IPD, PDAC, Flex)   |  |

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| <p><i>GWC will support the success of all employees by providing professional development opportunities that focus on the achievement of College Goals.</i></p> | <p>Strategy 2: Provide new Professional Development Opportunities for all college personnel including workshops that unite the campus community (Faculty, Staff and Administration), mentoring and leadership opportunities.</p>   | <p>(IPD, PDAC, Flex)</p>   |  |
|   | <p>Strategy 3: Increase awareness of funding opportunities available and seek additional funding sources for those opportunities.</p>  | <p>(IPD, PDAC, Flex)</p>   |  |
|   | <p>Strategy 4: Actively incorporate Equity and Social and Cultural Injustice workshops/trainings into Professional Development offerings.</p>  | <p>(DEIA, ASGWC)</p>   |  |
|   | <p>Strategy 5: Develop and implement data literacy training for all college personnel in order to improve data informed decision making.</p>   | <p>(IEC, ASGWC, ORPIE)</p>   |  |
| <p><b>Golden West College Goal #7: Communication</b></p> <p><i>GWC will effectively communicate and collaborate within the College and its communities.</i></p> | <p>Strategy 1: Solidify brand identity and promotion (including ways to measure the success of activities)</p>   | <p>(College Council, Planning, Budget, CCD, ASGWC) <b>Marketing and Promotions</b></p> |  |
|   | <p>Strategy 2: Improve external communication with current and prospective students about campus-wide activities, academic opportunities, deadlines, and support services. Improve internal communications with ways to streamline communications to the constituent (students or faculty and staff.)</p>  | <p>(EMC, DEIA, CCD, ASGWC) <b>Marketing and Promotions</b></p>                         |  |
|   | <p>Strategy 3: Restructure and consolidate the website to be informative, accessible, intuitive, and active. (For faculty, staff, incoming students, and returning students)</p>   | <p>(CCD, AS, ASGWC) <b>Marketing and Promotions</b></p>                                |  |
|   | <p>Strategy 4: Enhance advertising and marketing to the community including enrollment themes.</p>   | <p>(EMC, DEIA, Councils, ASGWC) <b>Marketing and Promotions</b></p>                    |  |
|   | <p>Strategy 5: Enhance and streamline communication tools: Website, social media, text, email, chatbot, canvas, on-campus posters/banners, 25Live, SharePoint/Teams, and GWC App for employees, students, and community. All official committees will have regularly updated minutes and agendas displayed from a webpage linked to the campus webpage</p> | <p>(CTC, Planning) <b>Marketing and Promotions</b></p>                                 |  |
|   | <p>Strategy 6: Revise the committee structure and standardize forms of communication including shared document labeling and structure, reporting back to constituencies, and seeking input from constituencies.</p>  | <p><b>Responsibility of all major campus committees.</b></p>                           |  |

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|  | Strategy 7: Improve campus data literacy and establish common data metrics (with year-to-year measurements) to inform assessment practices and support decision making | (Planning, ASGWC, ORPIE) |  |
|--|--|--------------------------|--|

**Purple = College Committee** **Orange = Department/position.** Please see *Acronyms for Golden West College* at the end this document.  
Note strategies are not listed in any particular order.

## Proposed Metrics to Track Success of College Goals

*\*All of these metrics will be disaggregated by student characteristics to identify equity gaps and determine where there are Disproportionate Impacts*

### Golden West College Goal #1: Enrollment

- Semester course enrollments, FTES (disaggregated by college credit courses, enhanced non-credit, dual and concurrent enrollment, student characteristics, etc.)
- New applications for fall and spring semesters
- Percentage of new applicants who enroll at the college
  - Number and percentage of applicants who enroll at GWC from feeder high schools.
- Percentage of students enrolled in the fall who continue in the spring; percentage of students enrolled in the spring who do not graduate or transfer who enroll in the following fall semester.
- Develop a metric (quantitative and qualitative) to track efforts and success of marketing, community partners, and foundation partners.

*Qualitative metrics to consider:*

- *More nuanced student populations being recruited, applying, enrolling, and completing in addition to DEIA demographics such as*
  - *Years in/out of college*
  - *Number of hours working per week*
  - *Family/childcare commitments/needs per week*
  - *Financial commitments/needs (Financial literacy)*
  - *Health/mental health needs (Survey)*
  - *Other*
- *Assessment of strategies and outcomes for recruiting, enrolling, and retaining students.*

### Golden West College Goal #2: Equity & Success

- Course success rates
- Decrease of Disproportionate Impact completion (course success, transfer, completion)
- Percentage of students who complete Math and English within their first year.
- Percentage of students who have a Comprehensive Education Plan

- Percentage of students with informed educational goals
- Student access and utilization to campus resources (ex. Academic Success Center participation, Counseling services, utilization of campus food bank, students checking out Chromebooks, etc.)
- Percentage of courses utilizing Open Educational Resources
- Percentage of students connected to the campus and feeling engaged (from Community College Survey of Student Engagement)
- College Personnel demographics
- Number of faculty members engaging in training and professional development.
- Campus Climate Surveys (HEDS and PACE)

*Qualitative metrics to consider:*

- *Internal surveys and discussion forums specifically pertaining to GWC DEIA matters (not necessarily based on recent quantitative data from HEDS or PACE).*
  - *Student and employee perceptions of the campus culture.*

### Golden West College Goal #3: Completion

- Percentage of students who complete Math and English within their first year
- Number of certificates, AA/AS, and ADTs awarded each year
- Number of students who transfer to a four-year college or university each year
- Average number of units accumulated by first-time associate degree recipients
- Average number of semesters and years students take to complete certificates and degrees, compared to the published program length
- Percentage of students who complete their educational goal within 6 years

*Qualitative metrics to consider:*

- *Why and when students drop courses*
- *Why do students take longer than expected to complete a course, program, degree, transfer?*

### Golden West College Goal #4: Workforce Preparation

- Percentage of Career Education students who successfully complete 9 or more units
- Percentage of Career Education students who complete their program of study
- Number of Career Education certificates and degrees awarded
- Percentage of students who were employed after leaving the college
- Percentage of students who obtained a job closely related to their field of study
- Median annual earnings among students who left the college
- Median change in earnings among students who left the college
- Percentage of students who attained a living wage after leaving the college
- Perkins- Special Pops persistence, completion, transfer

- CTE Outcomes Survey Response rate
- Number of students earning credit in cooperative programs
- <https://www.calpassplus.org/Launchboard/SWP.aspx>
- [https://misweb.cccco.edu/perkins/Core\\_Indicator\\_Reports/Default.aspx](https://misweb.cccco.edu/perkins/Core_Indicator_Reports/Default.aspx)

*Qualitative metrics to consider:*

- *Satisfaction surveys of the GWC programs that led to the work/career of the student.*
- *Relevance of programs and courses to current workforce demands*

#### Golden West College Goal #5: Facilities

- Facilities Usage Report /Room Usage Efficiency Report
- Lab usage
- Student Survey/ Faculty Survey relating to facilities
- Completion of new and updated classrooms
- Completion of new/and or updated spaces that serve the strategies listed for this goal.
- Develop an ongoing facilities conditions assessment
- Develop an all-encompassing environmental sustainability assessment
- Technology upgrades schedule

*Qualitative metrics to consider:*

- *Satisfaction surveys of campus environments and facilities usage including sustainability efforts.*

#### Golden West College Goal #6: Professional Development

- Number of trainings provided
- Number of college personnel signing up for trainings
- Satisfaction surveys

#### Golden West College Goal #7: Communication

- Campus Climate Surveys
- Number of committees using a common platform
- Number of committees regularly posting current information
- Golden West App accurately reflects campus activities and priorities



## Golden West College Committee and Department Acronyms

|                 |   |
|-----------------|---|
| AS              | Academic Senate   |
| ASGWC           | Associated Students – Golden West College                     |
| CaMP            | Case Management Program                                       |
| CCD             | Council for Chairs & Deans                                    |
| CCI             | Council for curriculum and Instruction                        |
| CE/CTE          | Career Education or Career Technical Education                |
| CTC             | College Technology Committee                                  |
| DEAC            | Distance Education Advisory Committee                         |
| DEIA            | Diversity, Equity, Inclusion Committee                        |
| DSPS            | Disabled Students Programs and Services                       |
| EMC             | Enrollment Management Committee                               |
| Flex            | Flex Day Committee  |
| FTEs            | Full Time Equivalent Student                                  |
| IEC             | Institutional Effectiveness Committee                         |
| IPD             | Institute for Professional Development                        |
| ORPIE           | Office of Research, Planning, and Institutional Effectiveness |
| PDAC            | Professional Development Advisory Committee                   |
| College Council | President and Vice Presidents (also known as Executive Team)  |
| SSFC            | Safety, Sustainability & Facilities Committee                 |
| VPA             | Vice President of Administrative Services                     |
| VPI             | Vice President of Instruction                                 |
| VPSS            | Vice President of Student Services                            |