



Pathways

...our Guide for College Planning

College Master Plan Summary

Adopted by

Campus Planning & Budget Committee

September 14, 2004

Introduction

The idea of Pathways evolved from a discussion with the architects assisting in developing the Golden West College facilities master plan. They suggested that instead of using signage or changing traffic patterns, we should evaluate how people get to their destination, or as they put it “way finding.”

Colleges need to be very thoughtful and deliberate in planning how to direct students and staff to programs and services. Pathways help guide people in an efficient yet effective way. The idea of using pathways as a metaphor in relation to planning resonated with how we want our planning process to proceed.

We hope this guide will take us on an efficient and pleasant pathway to college planning.





College Master Plan

COLLEGE MISSION STATEMENT

The mission of Golden West College is to support students' goals and interests in higher education, develop their employment skills, prepare them to be productive citizens, and respond to community needs by providing a range and variety of educational programs; two year degrees; transfer preparation; career and technical training, and remedial activities. We encourage all members of our learning communities to grow to their maximum potential as they contribute to the well-being of our diverse society.

COLLEGE VISION STATEMENT

Golden West College is committed to excellence and endeavors to provide an optimum teaching and learning environment. This will be demonstrated by innovation which embraces demographic and technological changes.

College Master Plan

COLLEGE EDUCATIONAL PHILOSOPHY

Our educational philosophy is founded on ethical conduct and teamwork. To ensure institutional excellence, we continually challenge, test, reevaluate and raise our standards. As an educational organization, we have high expectations and believe that our success depends upon the combined capability and contribution of faculty, staff, students and members of our community.

At Golden West we value:

- Quality education
- Open access to education and opportunity for student success
- Diversity in our staff, students, and ideas
- Respect for our students , colleagues, campus and community
- Accountability in our fiscal, environmental and human resources
- Institutional integrity
- Service to our community

COLLEGE GOALS FOR 2004 to 2011

In order for Golden West College to achieve its Mission and to progress toward its Vision, several areas require attention. During the next six years, these areas will be integrated into the planning process, and specific responses will be generated at all levels of the institution.





College Goals

GOAL # 1 - PLANNING

The College will establish a *fully integrated planning process*.

- Three overarching plans, *The College Master Plan*, the *Facilities Master Plan*, and *The College Technology Plan* will be developed and adopted for implementation over a six-year time period.
- A summary document, *Pathways, Our Guide for College Planning*, will be revised on an annual basis to incorporate necessary revisions and to highlight college goals selected for special emphasis.
- Annually, each division and program within the college will adopt activities and objectives which *formally link* its program planning, budgeting and program review to the college-wide goals. All plans will address:
 - Human Resources: to support hiring and training practices which address the needs of an increasingly diverse workforce and the changing nature of higher education.
 - Physical Resources: to improve the physical plant with new construction, remodeling and renovation of classrooms, support services facilities, and faculty/staff offices.
 - Technology Resources: to improve utilization of technology for delivering instruction and facilitating administrative support services.
 - Financial Resources: to improve efficiency, fiscal accountability and encourage activities that increase sources of alternative funding.
- The role of the College Planning & Budget Committee will be strengthened to ensure a fully integrated planning process. The committee will seek to:
 - Allocate funds to the highest program priorities.
 - Provide a college reserve of 1 %.
 - Review and approve a scheduled capital replacement plan.

GOAL # 2 - ENROLLMENT MANAGEMENT

The College will develop and implement a comprehensive Enrollment Management Plan aimed at reaching and maintaining the preferred enrollment level within the adopted District guidelines.

The plan will seek to:

- Update college marketing and public relations strategies to include modernization of the college image, logo, and educational identity.
- Support outreach and recruitment efforts to schools, colleges, and the community in Golden West College's service area and to out-of-district areas in which there is a large population seeking admission to GWC.
- Increase the number of applicants who complete the registration process by 1% per year.
- Increase the number of students enrolling at Golden West College who successfully complete the matriculation process by 1% per year.
- Maintain/expand a variety of schedule alternatives for courses.
- Periodically evaluate and improve instructional programs, student services and administrative services in an effort to affect student outcomes positively.
- Develop and implement a Student Services Strategic Plan that supports Instruction in its effort to improve student retention and completion.
- Develop and implement an Administrative Services Strategic Plan that supports Instruction and Student Services in their effort to improve student retention and completion.
- Develop and implement appropriate programs in coordination with other educational providers.
- Increase the number of students that are transfer ready by 1% per year.
- Increase the number of students that complete certificates by 1% per year.
- Increase the number of AA degrees by 1% per year.





College Goals

GOAL # 3 - STUDENT ACHIEVEMENT

The College will foster an approach to learning which focuses on student achievement and skill acquisition.

- Faculty will identify and regularly review Student Learning Outcomes (SLO) for all courses.
- Faculty will identify and regularly review Student Learning Outcomes (SLO) for the general education curriculum and all career certificates.
- Faculty and staff will identify and regularly review Student Learning Outcomes (SLO) for all student support services where appropriate.

GOAL # 4 - STUDENT SUPPORT

The College will foster student success by encouraging and strengthening support programs that promote greater student and staff involvement in campus and community life.

- Promote and support student participation in student government, shared governance and extra-curricular activities.
- Promote college sponsored student service learning opportunities to enrich classroom instruction, expose students to careers, and provide services to the community.
- Support co-curricular programs that establish learning communities engaging students, faculty, staff, and community members in learning activities that enrich and expand on the students' educational development.
- Support tutoring and mentoring programs and activities that increase student learning and student success.

GOAL # 5 - FACILITIES

The College will develop, adopt and implement a College Facility Master Plan which incorporates the adopted Measure C Projects for Golden West College and integrates those projects with other Facility Plans.

Major projects to be completed during this six year planning cycle include:

- A new Learning Resource Facility that utilizes appropriate technology which includes:
 - A full-service Library with multi-media rooms and study space
 - High Tech Learning Labs that support a wide range of college curriculum and staff development
 - New Media Center for faculty and staff professional development and online course support
- A new Health Professions Building which includes:
 - Smart Classrooms
 - Skill Demonstration Rooms
 - Small Auditorium
 - Computer Lab
 - Human Patient Simulator Facility
 - Model Health Care Practice Facility
 - The Student Health Center
 - Department and Faculty Offices
- Physical Education and Athletics which includes:
 - New gymnasium
 - Renovation of existing gymnasium and pool
 - Remodeled men's and women's locker facilities
- The remodel of existing facilities which includes:
 - Math and Science Building
 - Music and Performing Arts
 - Conversion of Library to new Student Services Building
 - Classroom and facility modernization
 - Cosmetology





College Goals

GOAL # 6 - CAMPUS DIVERSITY

The College will support an environment to enhance diversity among staff and students and respond to the changing demographics of our district population through the development and implementation of a student equity plan and a staff diversity plan.

These plans will include:

- An annual review of enrollment patterns in order to identify any disproportionate impact and the development of plans to address any identified needs.
- Hiring and training practices which address the needs of an increasingly diverse workforce, in accordance with the policies of District Human Resources.
- Staff Development and training opportunities to address the needs of our diverse staff and students.

GOAL # 7 - INSTITUTIONAL ADVANCEMENT

The College will increase support to students, instructional programs and support services through a coordinated approach to institutional advancement.

- Develop and implement a plan for seeking outside funding in the form of grants, endowments and other auxiliary funding.
- Highlight the 40th Anniversary of Golden West College through a series of fundraising and friendship building activities.
- Develop partnerships with corporations, local businesses, and community members to provide augmented instruction, training, and services on and off campus.
- Explore options for future land development.
- Encourage and support college participation in local community organizations and events.
- Increase scholarships and awards donated to Golden West College students by 3% annually.

New Accreditation Standards

Standard 1: Institutional Mission and Effectiveness

- 1.1 Mission
- 1.2 Improving Institutional Effectiveness

Standard 2: Student Learning Programs and Services

- 2.1 Instructional Programs
- 2.2 Student Support Services
- 2.3 Library and Learning Resources

Standard 3: Resources

- 3.1 Human Resources
- 3.2 Physical Resources
- 3.3 Technology Resources
- 3.4 Financial Resources

Standard 4: Leadership and Governance

- 4.1 Decision-Making Roles and Process
- 4.2 Board and Administrative Organization





Committees

Academic Master Plan Task Force 2004/05

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Planning & Budget Committee 2004/05

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