



Galveston College

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*An
Institutional
Master Plan
for Enrollment
Growth and to
Increase the
Generation of
Contact Hours*

GALVESTON COLLEGE
AN INSTITUTIONAL MASTER PLAN
FOR ENROLLMENT GROWTH AND TO INCREASE
THE GENERATION OF CONTACT HOURS

INTRODUCTION

The 80th Legislature of the State of Texas passed the General Appropriations Act, SB 1, which included appropriations for Texas Public Community Colleges for the 2008-2009 biennium. SB 1 also contained Rider #19 which provided a specific reporting requirement for Galveston College as follows:

Galveston College shall use the funds appropriated in this bill pattern to create a detailed plan, approved by the district's Governing Board, describing in detail the steps the district will take to increase its generation of contact hours. The plan shall also detail the administrative controls by which the district internally certifies the contact hours it reports to the Texas Higher Education Coordinating Board. This plan shall be submitted to the Governor, Lieutenant Governor, the Speaker of the House, and the Legislative Budget Board by no later than December 1, 2007.

Galveston College shares the concern of the Legislature and has begun to examine and incorporate strategic goals and specific objectives to address the problem of the decrease in fundable contact hours. Those efforts combined with the specific operational goals and actions/activities outlined in this plan constitute the Institutional Master Plan to grow the College and to increase fundable contact hours in accordance with the directives of the Legislature and in accordance with the mission and purposes of the College. The plan identifies short term and long term goals as well as specific strategies, activities, and the human and fiscal resources needed to increase fundable institutional contact hours and to expand educational opportunities to increasingly diverse service areas.

GALVESTON COLLEGE

Mission

Galveston College 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	

**STRATEGIC GOALS
FOR THE
GROWTH OF
GALVESTON COLLEGE**

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 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 TO GROW CONTACT HOURS AT GALVESTON COLLEGE

Faculty and students must have a variety of curricula from which to choose and which is designed to prepare the student for the twenty-first century. Because of the diverse needs of the community served, the curricula must reflect those needs without sacrificing quality in the process. Galveston College is continually working to improve teaching and learning through upgrading, adding, and deleting to improve those fundamentals which enhance the quality of education and the teaching learning process. These fundamentals range from employing qualified faculty, providing laboratory equipment and instructional supplies, increasing access to library resources, to building and maintaining support services. Our education and curriculum goals in support of the teaching learning process and to grow contact hours for 2007-2012 follow:

OPERATIONAL GOALS / ACTIONS FOR EDUCATION AND CURRICULUM DEVELOPMENT

1. Evaluate, update, revise, and expand academic course and program offerings, as appropriate.
 - a. Revise and update the Galveston College Core Curriculum.
 - b. Adopt and establish Field of Study curriculums/programs.
 - c. Establish academic degree plans for each major, area of emphasis, and/or field of study.
 - d. Develop and offer courses and a program of study in education and teaching.
 - e. Increase the number and diversity of elective academic course offerings.
 - f. Explore and establish new courses, programs, and/or degrees needed by potential students, employers, and others, as appropriate.
 - g. Work to establish new courses and programs in the maritime business administration in cooperation with Texas A & M Galveston.

2. Evaluate, update, revise, and expand technical course and program offerings in the area of the Health Sciences, as appropriate.
 - 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.
 - b. Establish a collaborative degree plan in Emergency Medical Services (EMS) that offers a pathway to a baccalaureate degree.
 - c. Establish a collaborative degree plan in Respiratory Care with UTMB that offers a pathway to the baccalaureate degree.

- d. Pursue an articulation agreement in Radiography with M. D. Anderson.
 - e. Increase the number of students in Biotechnology and other sciences by promoting mathematics and science in area schools (K-12).
 - f. Explore feasibility of establishing and implementing an AAS in Sonography.
 - g. Explore feasibility of establishing and implementing a Certificate Program and a AAS in Veterinary Technology.
 - h. Explore feasibility of establishing and implementing a Certificate Program in Pharmacy Technology.
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.
- a. Explore and work to establish new courses and programs in industrial technology to possibly include, but not limited to Industrial Building Maintenance, Air Conditioning and Heating, Welding and Pipefitting, Construction Trades.
 - b. Work to establish new courses and programs to serve the port of Galveston and the maritime industry.
 - c. Explore and work to establish new courses and programs in business administration and management.
 - d. Explore and work to establish new courses and programs in information sciences and information technology.
 - e. Explore and work to establish new courses and programs in applied technology.
 - f. Explore the viability of establishing a certification program for insurance professionals.
4. Redesign and improve the developmental education curriculum/program in order to improve student success.
5. Evaluate, update, revise, and expand continuing education course and program offerings, as appropriate.
- a. Establish training partnerships with area employers.
 - b. Work to establish on-line CE courses.
 - c. Work to establish new CE courses for business and industry training and retraining.
6. Update, revise, and expand distance education programs.
- a. Work to develop and deliver a full on-line academic degree program (A.A.).
 - b. Work to develop and deliver at least one full on-line technical degree program.
7. Increase the number of course offerings and access for dual credit students.
- 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.
 - b. Expand marketing efforts on career and financial advantages of dual credit

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

FACILITIES DEVELOPMENT GOALS TO GROW CONTACT HOURS AT GALVESTON COLLEGE

In order to fulfill the educational purposes of Galveston College, to grow the contact hours, and to support the teaching-learning process, the facilities must be adequate, secure, and attractive. These facilities include all buildings and grounds considered as part of the campus. The 2007-2012 goals for facilities development and expansion of contact hours include:

OPERATIONAL GOALS / ACTIONS FOR FACILITIES DEVELOPMENT

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).
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.
3. Develop and establish facilities for new and expanded vocational-technical programs.
4. Provide adequate well-lighted parking lots.
5. Provide a safe and secure campus.
6. Explore expanding student housing.
7. Expand, renew, adapt, and remodel other campus facilities, as appropriate.
8. Explore and improve the energy efficiency of the campus.

FINANCIAL DEVELOPMENT GOALS TO GROW CONTACT HOURS AT GALVESTON COLLEGE

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 the growth of contact hours, goals for financial development during the periods of 2007 - 2012 include:

OPERATIONAL GOALS / ACTIONS FOR FINANCIAL DEVELOPMENT

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.
2. Adopt a tuition waiver for senior citizens.
3. Work to increase funds available for scholarships and financial aid.
4. Work to expand available grant funds.

INSTITUTIONAL AND MANAGEMENT DEVELOPMENT GOALS TO GROW CONTACT HOURS AT GALVESTON COLLEGE

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 the growth of contact hours and for institutional and management development for 2007 - 2012 follow:

OPERATIONAL GOALS / ACTIONS FOR INSTITUTIONAL AND MANAGEMENT DEVELOPMENT

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

7. Work to expand alumni support.
8. Revise and update all Galveston College policies and procedures.
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.)
10. Update the Emergency Evacuation Plan and Disaster Recovery Plan.

PERSONNEL DEVELOPMENT GOALS TO GROW CONTACT HOURS AT GALVESTON COLLEGE

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 the 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. Although the first step for any institution is seeking and hiring qualified professionals, Galveston College also strives to retain these professionals by providing on-going personnel and professional development. The goals of personnel development during the planning period of 2007 - 2012 encompass:

OPERATIONAL GOALS / ACTIONS FOR PERSONNEL DEVELOPMENT

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

STUDENT SERVICES DEVELOPMENT GOALS TO GROW CONTACT HOURS 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 which support the teaching-learning process. With this goal in mind, Galveston College has established the following goals for 2007 - 2012:

OPERATIONAL GOALS / ACTIONS FOR STUDENT SERVICES DEVELOPMENT

1. Work to improve recruiting and admissions.
 - a. Increase number of high school visits and contacts with service area high schools.
 - b. Develop and implement a new admissions module for increased and ongoing communications with applicants.
 - c. Develop and implement on-line inquiry form to communicate and track applicants.
 - d. Develop and implement a complete on-line registration process.
 - e. Develop and implement student access to transcript and degree audit information.
 - 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.
 - g. Promote distance learning classes by providing a direct link to the distance education programs on the GC Web Site.
 - h. Establish a mobile on-site advising and registration team to take throughout the service area to encourage awareness and promote enrollment.
 - i. Increase recruiting, marketing, and GC presence in the Hamshire-Fannett area of the GC service area.
 - j. Establish recruiting and marketing efforts at area middle schools and high schools.

2. Work to improve student retention.
 - a. Establish a student tracking system.
 - b. Determine specific course needs of current GC credit students utilizing data collection and analyses to increase retention and program completion.
 - c. Capitalize on existing data to ensure that current students are successful and retained by enhancing the student response system / Early Alert System.

3. Redesign and implement a new student advisement process.

4. Explore working with the City of Galveston to provide city bus passes (free or reduced rate) for students attending Galveston College.
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.
6. Work to improve transfer opportunities through expanded partnerships with other colleges and universities.
7. Evaluate the need for expanded daycare services for Galveston College students and employees.
8. Explore expanding opportunities for students to participate in intramural activities.
9. Explore expanding opportunities for students to participate in intercollegiate sports.
10. Explore expanding opportunities for students to participate in intercollegiate academic competition.
11. Work to identify potential ESL students and to enroll these students in ESL classes.
12. Work to initiate offering the Spanish GED.

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Objective/ Strategy	Goal/Action	Activity	Responsibility
EDUCATION AND CURRICULUM DEVELOPMENT GOALS TO GROW CONTACT HOURS AT GALVESTON COLLEGE	1. Evaluate, update, revise, and expand academic course and program offerings, as appropriate.	a. Revise and update the Galveston College Core Curriculum.	-Vice President for Instruction -Deans -Faculty Chairs -Faculty
		b. Adopt and establish Field of Study curriculums/programs.	-Vice President for Instruction -Deans -Faculty Chairs -Faculty
		c. Establish academic degree plans for each major, area of emphasis, and/or field of study.	-Vice President for instruction -Deans -Faculty Chairs -Faculty
		d. Develop and offer courses and a program of study in education and teaching.	-Dean of Academics -Faculty Chairs
		e. Increase the number and diversity of elective academic course offerings.	-Deans -Faculty Chairs -Program Coordinators
		f. Explore and establish new courses, programs, and/or degrees needed by potential students, employers, and others, as appropriate.	-Vice Presidents -Director of Institutional Effectiveness/Research -Deans
		g. Work to establish new courses and programs in the maritime business administration in cooperation with Texas A & M Galveston.	-Dean of Academics -Dean of Workforce -Continuing Education
	2. Evaluate, update, revise, and expand technical course and program offerings in the area of the Health Sciences, as appropriate.	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.	-Dean of Health Sciences -Director of Nursing
		b. Establish a collaborative degree plan in Emergency Medical Services (EMS) that offers a pathway to a baccalaureate degree.	-Dean of Health Sciences -Faculty Chairs -Program Coordinators
		c. Establish a collaborative degree plan in Respiratory Care with UTMB that offers a pathway to the baccalaureate degree.	-Dean of Health Sciences
		d. Pursue an articulation agreement in Radiography with M. D. Anderson.	-Dean of Health Sciences
		e. Increase the number of students in Biotechnology and other sciences by promoting mathematics and science in area schools (K-12).	-Dean of Health Sciences
		f. Explore feasibility of establishing and implementing an AAS in Sonography.	-Dean of Health Sciences
		g. Explore feasibility of establishing and implementing a Certificate Program and AAS in Veterinary Medicine.	-Dean of Health Sciences
		h. Explore feasibility of establishing and implementing a Certificate Program in Pharmacy Technology.	-Dean of Health Sciences

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EDUCATION AND CURRICULUM DEVELOPMENT GOALS TO GROW CONTACT HOURS AT GALVESTON COLLEGE	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.	a. Explore and work to establish new courses and programs in industrial technology to possibly include, but not limited to Industrial Building Maintenance, Air Conditioning and Heating, Welding and Pipefitting, Construction Trades.	-Dean of Workforce -Continuing Education
		b. Work to establish new courses and programs to serve the port of Galveston and the maritime industry.	-Dean of Academics -Dean of Workforce -Continuing Education
		c. Explore and work to establish new courses and programs in business administration and management.	-Dean of Academics -Dean of Workforce
		d. Explore and work to establish new courses and programs in information sciences and information technology.	-Dean of Academics -Dean of Workforce
		e. Explore and work to establish new courses and programs in applied technology.	-Dean of Academics -Dean of Workforce
		f. Explore the viability of establishing a certification program for insurance professionals.	-Dean of Workforce -Continuing Education
	4. Redesign and improve the developmental education curriculum/program in order to improve student success.		-Vice President Academic Affairs/Student Services -Dean of Academics -Developmental Education Faculty Chair
	5. Evaluate, update, revise, and expand continuing education course and program offerings, as appropriate.	a. Establish training partnerships with area employers.	-Dean of Workforce
		b. Work to establish on-line CE courses.	-Dean of Workforce -Continuing Education -Coordinator of Distance Education
		c. Work to establish new CE courses for business and industry training and retraining.	-Dean of Workforce -Continuing Education
	6. Update, revise, and expand distance education programs.	a. Work to develop and deliver a full on-line academic degree program.	-Dean of Academics -Coordinator of Distance Education
		b. Work to develop and deliver at least one full on-line technical degree program.	-Dean of Health Sciences -Dean of Workforce -Coordinator of Distance Education
	7. Increase the number of course offerings and access for dual credit students.	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.	-Dean of Academics
		b. Expand marketing efforts on career and financial advantages of dual credit opportunities.	-Vice President Academic Affairs/Student Services -Director of Admissions
		c. Implement a 'turn key' enrollment process for dual credit students.	-Director of Admissions -Financial Aid -Business Office -Public Affairs

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EDUCATION AND CURRICULUM DEVELOPMENT GOALS TO GROW CONTACT HOURS AT GALVESTON COLLEGE	7. Increase the number of course offerings and access for dual credit students.	d. Extend Universal Access Scholarships to dual credit students.	-Director of Galveston College Foundation -Director of Admissions -Business Office
		e. Expand dual credit opportunities to include technical courses and programs.	-Dean of Workforce -Coordinator of Distance Education
		f. Create E-compass site (testing site) at Ball and O'Connell High Schools in order to test dual credit students on-site.	-Testing Center Staff
	8. Work to incorporate the best practices from the THECB course redesign project.	-Vice President for Instruction -Deans -Faculty Chairs -Faculty	
	9. Evaluate, update, and/or expand classroom equipment and teaching resources.	-Vice President for Instruction -Deans -Faculty Chairs -Faculty	
	10. Update and/or develop articulation and pathway agreements for academic and technical programs with other Texas Colleges and Universities.	-Vice President for Instruction -Deans	

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FACILITIES DEVELOPMENT GOALS TO GROW CONTACT HOURS AT GALVESTON COLLEGE	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).		-Board of Regents -President -Vice President for Administration
	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.		-Board of Regents -President -Vice President for Administration
	3. Develop and establish facilities for new and expanded vocational-technical programs.		-Board of Regents -President -Vice Presidents -Dean of Workforce
	4. Provide adequate well-lighted parking lots.		-Vice President for Administration -Director of Facilities/Security
	5. Provide a safe and secure campus.		-Vice President for Administration -Director of Facilities/Security
	6. Explore expanding student housing.		-President -Vice Presidents
	7. Expand, renew, adapt, and remodel other campus facilities, as appropriate.		-Board of Regents -President -Vice Presidents -Director of Facilities/Security
	8. Explore and improve the energy efficiency of the campus.		-Vice President for Administration -Director of Facilities/Security

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FINANCIAL DEVELOPMENT GOALS TO GROW CONTACT HOURS AT GALVESTON COLLEGE	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.		-Board of Regents -President -Vice Presidents
	2. Adopt a tuition waiver for senior citizens.		-Board of Regents -President -Vice Presidents
	3. Work to increase funds available for scholarships and financial aid.		-Board of Regents -President -Vice Presidents -Director of Financial Aid -Director of Public Information/GC Foundation Director
	4. Work to expand available grant funds.		-Deans -Grants Manager -Grant Writer

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INSTITUTIONAL AND MANAGEMENT DEVELOPMENT GOALS TO GROW CONTACT HOURS AT GALVESTON COLLEGE	1.	Design, develop, and implement a new comprehensive marketing strategy and campaign for all of the college's program offerings.	-Vice Presidents -Public Affairs -Deans -Program Coordinators -Faculty Chairs -Director of Admissions/Registrar -Director of Financial Aid	
	2.	Establish an appropriate organizational structure to support the growth and success of the College.	-President	
	3.	Work to maintain and improve class schedules in order to meet the needs of traditional and non-traditional students.	a.	Adopt and offer mini-semesters and/or second chance semesters as a regularly scheduled service format. -Vice Presidents -Deans -Faculty chairs -Program Coordinators -Faculty -Director of Admissions/Registrar
			b.	Coordinate schedule preparation efforts to decrease time conflicts. -Vice Presidents -Deans -Faculty chairs -Program Coordinators -Faculty -Director of Admissions/Registrar
			c.	Expand number of core curriculum offerings non primetime time slots. -Vice Presidents -Deans -Faculty chairs -Program Coordinators -Faculty -Director of Admissions/Registrar
			d.	Establish flexible entry courses during the semester. -Vice Presidents -Deans -Faculty chairs -Program Coordinators -Faculty -Director of Admissions/Registrar
			e.	Increase number of weekend and one day per week course offerings. -Vice Presidents -Deans -Faculty chairs -Program Coordinators -Faculty -Director of Admissions/Registrar
f.			Increase number of courses offered on-line throughout the semester. -Vice Presidents -Deans -Faculty chairs -Program Coordinators -Faculty -Director of Admissions/Registrar -Coordinator of Distance Education	

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INSTITUTIONAL AND MANAGEMENT DEVELOPMENT GOALS TO GROW CONTACT HOURS AT GALVESTON COLLEGE	3. Work to maintain and improve class schedules in order to meet the needs of traditional and non-traditional students.	g. Develop on-line class schedule format to differentiate between online classes and onsite classes.	-Vice Presidents -Deans -Faculty chairs -Program Coordinators -Faculty -Director of Admissions/Registrar -Coordinator of Distance Education
		h. Explore offering classes offsite in community centers or in other locations throughout the service area.	-Vice Presidents -Deans -Faculty chairs -Program Coordinators -Faculty -Director of Admissions/Registrar
		i. Establish suitable schedules for CE classes.	-Vice Presidents -Deans -Faculty chairs -Program Coordinators -Faculty -Director of Admissions/Registrar
	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.	-Vice Presidents -Director of Information Technology	
	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.	-President -Vice Presidents -Information Technology Taskforce	
	6. Work to maintain a student-centered teaching-learning environment.	-Galveston College community of faculty and staff	
	7. Work to expand alumni support.	-Director of Public Affairs	
	8. Revise and update all Galveston College policies and procedures.	-President	
	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.)	-Vice President for Administration -Director of Information Technology -Director of Facilities/Security -Director of Human Resources/Risk Management	
	10. Update the Emergency Evacuation Plan and Disaster Recovery Plan.	-Vice President for Administration -Director of Facilities/Security -Director of Human Resources/Risk Management	

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PERSONNEL DEVELOPMENT GOALS TO GROW CONTACT HOURS AT GALVESTON COLLEGE	1. Work to recruit and retain competent and qualified personnel through competitive salaries and a positive work environment.		-Board of Regents -President -Vice Presidents -Director of Human Resources/Risk Management
	2. Provide ongoing training for faculty and staff in appropriate areas and subjects via in-service instruction, continuing education courses, and college credit courses.		-Vice Presidents -Director of Human Resources/Risk Management -Faculty Professional Development Committee -Staff Professional Development Committee
	3. Work to improve professional development opportunities, and work to encourage and support faculty and staff participation in professional development opportunities.		-Vice Presidents -Director of Human Resources/Risk Management -Faculty Professional Development Committee -Staff Professional Development Committee
	4. Provide for new employee orientation and mentoring during the first year of employment.		-Vice Presidents -Director of Human Resources/Risk Management -Faculty Professional Development Committee -Staff Professional Development Committee
	5. Maintain an acceptable balance between full-time and part-time faculty.		-Vice President for Instruction -Deans

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Objective/ Strategy	Goal/Action	Activity	Responsibility
STUDENT SERVICES DEVELOPMENT GOALS TO GROW CONTACT HOURS AT GALVESTON COLLEGE	1. Work to improve recruiting and admissions.	a. Increase number of high school visits and contacts with service area high schools.	-Vice President for Student Services -Director of Admissions/Registrar -Counselors -Advisors
		b. Develop and implement a new admissions module for increased and ongoing communications with applicants.	-Vice President for Student Services -Director of Admissions/Registrar -Counselors -Advisors -Director of Information Technology
		c. Develop and implement on-line inquiry form to communicate and track applicants.	-Vice President for Student Services -Director of Admissions/Registrar -Counselors -Advisors -Director of Information Technology
		d. Develop and implement a complete on-line registration process.	-Vice President for Student Services -Director of Admissions/Registrar -Counselors -Advisors -Director of Information Technology
		e. Develop and implement student access to transcript and degree audit information.	-Vice President for Student Services -Director of Admissions/Registrar -Counselors -Advisors -Director of Information Technology
		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.	-Counselors -Advisors -Testing Center
		g. Promote distance learning classes by providing a direct link to the distance education programs on the GC Web Site.	-Coordinator of Distance Education -Director of Information Technology
		h. Establish a mobile on-site advising and registration team to take throughout the service area to encourage awareness and promote enrollment.	-Registrar -Admissions -Financial Aid -Testing -Counseling & Advisement -Business Office

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STUDENT SERVICES DEVELOPMENT GOALS TO GROW CONTACT HOURS AT GALVESTON COLLEGE	1. Work to improve recruiting and admissions.	i. Increase recruiting, marketing, and GC presence in the Hamshire-Fannett area of the GC service area.	-Vice President for Student Services -Director of Admissions/Registrar -Counselors -Advisors -Hamshire-Fannett Coordinator
		j. Establish recruiting and marketing efforts at area middle schools and high schools.	-Vice President for Student Services -Director of Admissions/Registrar -Counselors -Advisors
	2. Work to improve student retention.	a. Establish a student tracking system.	-Vice President for Student Services -Director of Admissions/Registrar -Counselors -Advisors -Director of Information Technology -Deans
		b. Determine specific course needs of current GC credit students utilizing data collection and analyses to increase retention and program completion.	-Deans -Faculty Chairs -Counselors -Advisors -Director of Admissions/Registrar
		c. Capitalize on existing data to ensure that current students are successful and retained by enhancing the student response system/Early Alert System.	-Deans -Faculty Chairs -Counselors -Advisors -Director of Admissions/Registrar
		3. Redesign and implement a new student advisement process.	-Vice President for Instruction -Vice President for Student Services -Deans -Recruitment, Retention & Student Services Committee -Director of Admissions/Registrar
	4. Explore working with the City of Galveston to provide city bus passes (free or reduced rate) for students attending Galveston College.	-Director of Admissions/Registrar -Public Affairs	
	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.	-Director of Admissions/Registrar -Counselors -Advisors -Faculty Advisors	

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STUDENT SERVICES DEVELOPMENT GOALS TO GROW CONTACT HOURS AT GALVESTON COLLEGE	6. Work to improve transfer opportunities through expanded partnerships with other colleges and universities.		-Vice President for Student Services -Deans -Counselors -Advisors
	7. Evaluate the need for expanded daycare services for Galveston College students and employees.		-Vice President for Instruction -Deans
	8. Explore expanding opportunities for students to participate in intramural activities.		-Vice President for Student Services -Student Activities Coordinator -Physical Education Coordinator
	9. Explore expanding opportunities for students to participate in intercollegiate sports.		-President -Vice President for Administration -Athletic Director
	10. Explore expanding opportunities for students to participate in intercollegiate academic competition.		-Vice President for Student Services -Vice President for Instruction -Student Activities Coordinator -PTK Advisors -Deans
	11. Work to identify potential ESL students and to enroll these students in ESL classes.		-Counselors -Advisors -Testing Center
	12. Work to initiate offering the Spanish GED.		-Testing Center