Great Basin College

2014-2021 Institutional Strategic Plan

The GBC Institutional Strategic Plan is strongly based in its institutional core themes as approved by the Board of Regents of the Nevada System of Higher Education. The objectives, indicators, and expectations of these core themes are published in GBC’s Year One Self Study report submitted to the Northwest Commission on Colleges and Universities in March, 2014. The core themes are in turn derived from the GBC Mission. The three central core themes imbedded in the GBC Strategic Plan are *Provide Student Enrichment*, *Build Bridges and Create Partnerships*, and *Serve Rural Nevada*. For each indicator and expectation presented in this document, the supporting metrics and data are presented in greater detail in GBC’s Core Theme Objectives, Indicators and Expectations.

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| **Core Theme One: Provide Student Enrichment** |
| **Objective 1.1: Provide Educational Opportunities** |
| **Indicator** | **Expectation** | **Supporting Activity** | **Assigned To** | **Due Date** | **Status** |
| a. | Number and types of programs  | Maintain or increase number of programs that exceed low-yield policy requirement of 20 or more graduates every three years | 1. Develop additional selected baccalaureate degrees in each major discipline are (e.g., technology, health, science etc.).2. Increase resources for new degrees.3. Sustaining current programs.4. Expand the capacity for welding, in particular expand the welding shop in Elko.5. Seek opportunities to provide more health care programs outside of Elko. | 1. VPAA and Departments2. President, Foundation Director, Grants Director3. President, VPAA Deans4. President, Foundation Director5. VPAA, Dean HS&HS, Grants Director | 1. Begin discussions fall 2014, development and launch within two years2-5. TBA |  |
| b. | Number and qualifications of full-time faculty  | Raise number and overall qualifications through time | 1. Hire additional best qualified full time faculty as resources permit.2. Increase resources to assist increasing qualifications of faculty. | 1, 2. VPs and President, assisted by Department Chairs | 1. Ongoing priority in hiring decisions.2. Ongoing as resources permit |  |
| c. | Full-time/adjunct faculty ratio | Maintain 60%/40% FT/PT ratio | 1. Annual review of data from past year each summer.2. Establish annual goals with department chairs for each discipline. | 1, 2. VPs and President, assisted by Department Chairs | 1. Annually by August 152. TBA |  |
| d. | Financial resources  | a. Maintain financial resources that exceed or are with 10% of those for the IPEDS peer group in categories except "Other". b. Within institutional limits of authority, work to maintain or increase annual $/FTE. c. Desire to have student fees below or within 10% of IPEDS peer group.  | 1. Enhance funding through growth in enrollment2. Legislative advocacy3. Pursue appropriate grants4. Establish partnerships with business and industry5. Seek private donations | 1. President VPs, Deans2. President3. Grants Director4. Deans and Dir. of Continuing Ed5. Foundation Director | 1-5. Ongoing |  |
| e. | Human resources to support students | Maintain numbers reasonably close to the peer group, and adjust as necessary | 1. Each time IPEDS reports are received, review the distribution of employees for the previous year.2. Based on annual review and assessment of resources, determine actions required. | 1, 2. President, VPs | 1-2. TBA |  |
| f. | Students attaining educational goals | Be within 10% of the national median | 1. Monitor graduation rates, transfer numbers, military entrants and those taking and students passing classes and not returning. | 1. IR, VPSS | 1. Annually |  |
| g. | Completion rates  | Exceed or be within 10% of the national median for courses. Exceed or be within 5% of the national median for IPEDS 6-year graduation rates | 1. Support the NSHE 15 to finish campaign.2. Emphasize intervention – Early Alert program3. <30 credit Pathways skill certificates.  | 1. VPAA, VPSS Deans2. VPSS3. VPAA, VPSS Deans | 1. Immediate and ongoing.2-3. TBA |  |
| h. | Persistence rates for new students  | Exceed or be within 10% of the national median | 1. Hire retention specialist as resources permit.2. Improve advising.3. Enhance Academic Success Center function for retention. | 1. VPSS2. VPSS, VPAA, Deans3. ASC Director | 1. Fall 20162-3. TBA |  |
| i. | Student satisfaction ratings | Maintain at least 85% for these questions | 1. Administer student satisfaction survey and work on weak areas.2. Student focus groups. | 1. IR and VPSS2. VPSS | 1. Biannually starting 20152. TBA |  |
| **Objective 1.2: Foster Cultural Awareness** |
| **Indicator** | **Expectation** | **Supporting Activity** | **Assigned To** | **Due Date** | **Status** |
| a. | Demographics of GBC and the service area | Students should be within 5% of the population of the GBC service area | 1. Each summer, review the of the service area for the previous year.2. Based on annual review, determine appropriate actions as deemed necessary. | 1. VPSS, IR2. VPSS | 1. Biannually starting 20152. TBA |  |
| b. | Number of students enrolled (duplicated) in general education classes meeting personal and cultural awareness outcomes | Maintain or increase percentage | 1. Increase the number of students taking general education courses through increased baccalaureate and gen. ed. course offerings. | 1. VPAA, Gen. Ed. Faculty. | 1. Fall 2017 |  |
| c. | Student satisfaction ratings from targeted questions | Maintain at least 75% for each item | 1. Taken from administered surveys.2. Focus groups | 1. VPSS and IR2. VPSS  | 1. Summer following survey administration.2. TBA |  |
| **Objective 1.3: Provide curricula and programs for careers** |
| **Indicator** | **Expectation** | **Supporting Activity** | **Assigned To** | **Due Date** | **Status** |
| a. | Number and types of career directed degrees and certificates | Maintain or expand the list | 1. Maintain current array of offerings.2. Add new career oriented offerings as request by business and industry. | 1. VPAA2. President, VPAA & faculty. | 1. Ongoing2. As opportunities are identified. |  |
| b. | Job placement rates for programs | At least 80% employed within 6 months to a year of graduation. | 1. Gather data from TAACCCT III2. Create a placement office with staff. | 1. TAACCCT Grant Staff.2. VPSS | 1. Summer 20172. TBA |  |
| c. | Advancement in studies following completion | Maintain 90% or increase percentages continuing with education. Monitor GBC proportions | 1. Check through student data clearing house.2. Develop a campaign to have certificate, associate and bachelor’s degree recipients consider follow-on educational options.3. Marketing pathways (laddering options)4. Intense program marketing of online BAS programs in collaboration with other Nevada community colleges. | 1. VPAA and IR.2. VPAA & VPSS3. Pathways Coordinator4. VPSS, Program Supervisors | 1. Annually, during late fall semester.2-4. TBA |  |
| **Core Theme Two: Build Bridges and Create Partnerships** |
| **Objective 2.1: Facilitate seamless transfer of student between high school, community college and universities** |
| **Indicator** | **Expectation** | **Supporting Activity** | **Assigned To** | **Due Date** | **Status** |
| a. | Performance of first-year students enrolling in remedial and college English and math | a. Over time, increase percent of students enrolled in English and Math. Over time, increase percent of students passing these courses. Over time, increase proportion taking college rather than remedial. b. Exceed or be within 10% of the national median. | 1. Develop alternative courses for remedial education.2. Continue and develop partnerships with 10 counties | 1. VPAA, IR, English and Math Faculty2. VPAA and Center Directors | 1. TBA2. TBA |  |
| b. | Tech Prep headcount and number of credits and courses awarded | Maintain an increasing trend over time | 1. Add new service agreements for newly acquired service areas.  | 1. Dean AS, Tech Prep Coordinator | 1. TBA |  |
| c. | Dual credit headcount and FTE | Maintain a continuing or increasing trend over time | 1. Offer dual enrolment offering in newly acquired service area counties.2. Develop and promote more dual credit master agreements and dual credit pathways for all school districts in GBC service area.3.  Report current success rate of dual credit participation (by district). | 1, 2. VPAA, Director of Continuing Ed3. IR, VPAA | 1. ASAP, 14/15 academic yr.2. TBA3. TBA |  |
| d. | Transfer rates, both external and internal continuation | Maintain a continuing or increasing trend over time | 1. Recruit and mentor2. Develop more 2+2 programs. | 1. Office of VPAA, IR2. TBA | 1. TBA2. TBA |  |
| e. | Number of students transferring into GBC | Maintain a continuing or increasing trend over time | 1. Recruit and mentor.2. Improve marketing efforts. | 1, 2. VPSS | 1. Spring 20142. TBA |  |
| **Objective: 2.2 Build and sustain workforce programs** |
| **Indicator** | **Expectation** | **Supporting Activity** | **Assigned To** | **Due Date** | **Status** |
| a. | Number of contract training classes offered | Maintain a continued effort over time | 1. Respond to industry needs.2. Keeping current in technology. a. Equipment. b. Professional development for faculty3.  Market contract training programs to expand the number of courses offered and increase total enrollment.  | 1, 2. Dean AS3. Director of Continuing Ed | 1-3.TBA |  |
| b. | Employer satisfaction | Exceed or be within 10% of the national median | 1. Offer internships2. Insure timely response to industry needs.  | 1. Dean AS, Bach. Program Supervisors2. Director of Continuing Ed | 1-2. TBA |  |
| c. | Advisory boards and program committee meetings | All programs should have an advisory board that meets at least once annually | 1. Advisory board minutes submitted to VP or Deans.2. Ensure response to industry needs.3. Increase the presence of partnerships (DETR, State of Nevada, Department of Veteran’s Services). | 1. Deans of AS and HS&HS, VPAA2. VPAA3. VPSS | 1-3. TBA |  |
| d. | External investment in programs | External revenue coming in to GBC should be sufficient to meet or exceed the needs.  | 1. Monitor these investments2. Stay current with technology.3. Provide professional development for faculty to stay current with technology. 4. Continue efforts to acquire acreage in Pahrump for a future campus.5. Seek funding to develop facilities in Pahrump for offering workforce development programs.6. Contingent on funding and facilities, offer a more workforce development programs in Pahrump. | 1. Foundation, Deans and VPAA2, 3. Deans and VPAA4. President5. President, Foundation Director6. VPAA, Deans | 1. Annually2-6. TBA |  |
| e.  | Number of students participating in workplace experiences | Maintain a continuing or increasing trend over time. | 1. More paid internships  | 1. Deans and Program Supervisors | 1. TBA |  |
| **Objective: 2.3 Support community needs** |
| **Indicator** | **Expectation** | **Supporting Activity** | **Assigned To** | **Due Date** | **Status** |
| a. | A list indicating the number and range of partnerships | Engage in ongoing partnerships with a variety of community partners  | 1. Foster and grow Arts and Cultural Enrichment (ACE) Committee events. 2. Fulfill NEH grant activities within the required time frame. (The ACE committee will work closely with the NEH Humanities in Action Committee to fulfill NEH grant activities within the required time frame.) | 1. Director of Continuing Ed, VPAA2. Grants Director, Foundation Director | 1.2. TBA |  |
| b. | A list indicating the number and range of community events and activities  | Engage in a variety of events and activities in different communities | 1. Each summer, review the list of activities from the previous year.2. Based on annual review and assessment of resources, plan the next year’s events and activities. | 1,2. Director of Continuing Ed | 1. Annually by August 152. TBA |  |
| c. | Faculty community service | At least 70% of faculty will engage in community service | 1. Each summer, review faculty evaluations for activities in community service for the previous year.2. Based on annual review and assessment of resources, encourage faculty participation as necessary. | 1,2. VPAA | 1. Annually by August 152. TBA |  |
| **Core Theme Three: Serve Rural Nevada** |
| **Objective: 3.1: Provide access to education to distant locations** |
| **Indicator** | **Expectation** | **Supporting Activity** | **Assigned To** | **Due Date** | **Status** |
| a. | Number of programs fully available online | Maintain or increase the number of programs available | 1. Review the general education program to assure appropriate and effective support a larger array of fully on-line degree.2. Market fully on-line programs, including collaboration with other Nevada community colleges. | 1. VPAA, Faculty, Director of On-line Education2. VPAA, VPSS, Deans | 1. Spring 20152. By end of 2015 |  |
| b. | Enrollment in distance education (online and IAV) | Maintain or increase enrollment in distance education classes | 1. Monitor these numbers for ongoing comparative purposes.2. Garner GBC’s share of e-NCORE offerings.3. Have GBC on-line course offerings quality matters certified.4. Offer more lecture capture opportunities.  | 1. IR, VPAA2, 3. Director of On-line Education4. Director of On-line Education, IAV Coordinator | 1. Annually late summer2. Spring 20153-4. TBA |  |
| c. | Certificates and degree completions by location | Maintain a distribution of awards through the service area reflective of sites | 1. Each summer, review the list of certificates and degrees awarded by location for the previous year.2. Based on annual review and assessment of resources, determine actions required to maximize the awards given at various sites. | 1, 2. IR, VPAA, Deans | 1. Annually by August 15 |  |
| d. | Retention rates by location | Retain students throughout the service area at comparable rates | 1. Each summer, review the list of retention rates by location for the previous year.2. Based on annual review and assessment of resources, determine actions required to maximize the rates at various sites. | 1, 2. IR, VPAA | 1. Annually by August 152. TBA |  |
| e. | Center and satellite site needs fulfilled by synchronized courses | Provide some level of synchronous class delivery at all locations | 1. Each summer, review the list of certificates and degrees awarded by location for the previous year.2. Based on annual review and assessment of resources, determine actions required to maximize the awards given at various sites. | 1, 2. IR, VPAA, Deans | 1. Annually by August 152. TBA |  |
| **Objective: 3.2 Provide resources to meet needs of service area** |
| **Indicator** | **Expectation** | **Supporting Activity** | **Assigned To** | **Due Date** | **Status** |
| a. | Number of programs available at each center | Provide the curricula not requiring specialty space and equipment for programs at sites centers | 1. Each summer, review the list of programs available by location for the previous year.2. Based on annual review and assessment of resources, determine actions required to maximize the programs available at various sites.3. Continue efforts to acquire acreage in Pahrump for a future campus.4. Seek funding to develop facilities in Pahrump for offering workforce development programs.5. Contingent on funding and facilities, offer a more workforce development programs in Pahrump. | 1, 2. VPSS3. President4. President, Foundation Director5. VPAA, Deans | 1-5. TBA |  |
| b. | Demographics of service area students and population | Gender and race/ethnicity demographics of the student population for should approximate that of the service area population. | 1. Each summer, review the college demographics by location for the previous year.2. Based on annual review and assessment of resources, determine actions required to make potential adjustments at various sites. | 1,2. VPSS | 1. Annually by August 152. TBA |  |
| c. | Student satisfaction ratings by site | For each question, 75% should indicate that they agree or strongly agree. | 1. Each time the survey is administered, review the results by location.2. Based on review and assessment of resources, determine actions required to make potential adjustments at various sites. | 1,2. VPSS | 1. When assessment is given2. TBA |  |
| **Objective: 3.3 Provide needed services to all GBC sites** |
| **Indicator** | **Expectation** | **Supporting Activity** | **Assigned To** | **Due Date** | **Status** |
| a. | Availability of support services | At least some degree of availability at all sites | 1. Expand library services.2. Expand Library resources to support new degrees/programs.3. Enhance upper division course support.4. Enhance resources and make them known to respective departments. 5. Mental health counseling | 1, 2. Library3, 4. VPAA, Deans5. VPSS | 1-5. TBA |  |
| b.  | Satisfaction with support services | Continuous improvement of responses over time | 1. Each time the survey is administered, review the results by location.2. Based on review and assessment of resources, determine actions required to make potential adjustments at various sites. | 1. VPSS2. VPSS, VPAA | 1. When assessment is given2. TBA |  |
| c. | Number and type continuing education classes | Continue to provide continuing education opportunities throughout service area for community needs | 1. Continue to offer wide range of CE classes in Elko and expand to outlying areas and new territories as feasible. 2.  Maintain and increase professional development courses as feasible. 3.  Develop faculty/adjunct faculty and community members in outlying communities and new service area in order to have resources to serve rural areas.  | 1. Director of Continuing Ed2. VPAA3. VPAA, VPSS | 1-3. TBA |  |
| d. | Community meetings hosted through interactive video | Continue to provide connectivity throughout service area for community needs. | 1. Each summer, review the list of community meetings hosted for the previous year.2. Based on annual review and assessment of resources, determine actions required to maximize the use of IAV. | 1. IAV Coordinator | 1. Annually by August 152. TBA |  |