



Accreditation Self-Study 2011-2012

STANDARD I.A Mission



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I.A Mission

The institution has a statement of mission that defines the institution's broad educational purposes, its intended student population, and its commitment to achieving student learning.

I.A.1

The institution establishes student learning programs and services aligned with its purposes, its character, and its student population.

I.A.1 Descriptive Summary

During the academic year or 2007-08 the college reviewed its mission statement as a first step in reviewing the college's vision, values and goals, which would then provide direction for a thorough review and re-energized college plan. It was understood that this would be a multi-year effort as the College repositioned itself for the challenges of the 21st century. At the February 13, 2008 meeting of the College Planning and Budget (P&B) Committee the committee approved the new mission statement ([I.A.1.01](#): Planning and Budget Committee Minutes, December 12, 2007; and [I.A.1.02](#): *Planning and Budget Committee Minutes, February 13, 2008*).

I.A.1 Self Evaluation

GWC meets the standard.

The mission statement is clearly focused on the students the College intends to serve, their educational goals, and the kind of educational environment we endeavor to provide for our students. A current set of descriptors that describes how well the College is addressing its stated mission can be found on our web site under the heading "Quick Facts". This page includes information about the institution, staffing, student characteristics, program awards and transfers ([I.A.1.03](#): *Quick Facts*). A more detailed analysis is included in the GWC Educational Master Plan ([I.A.1.04](#): *GWC Educational Master Plan*) and in program review data ([I.A.1.05](#): *Program Reviews 2006, 2008, 2010 and 2012*). The unduplicated 12-month headcount for 2009-10 was 20,800 as reported in Integrated Postsecondary Education Data System (IPEDS) report of 2011 ([I.A.1.06](#): *IPEDS Data Feedback Report 2011*). The GWC Educational Master Plan describes external conditions impacting the College ([I.A.1.07](#): *GWC Educational Master Plan (2011), "Scan of Conditions External to GWC," pp.11-32*) and the internal conditions, student characteristics and experiences, impacting the types of student we serve ([I.A.1.08](#): *GWC Educational Master Plan (2011), "Scan of Conditions Internal to GWC," pp.33-53*).

GWC's Mission Statement is as follows:

Golden West College's mission is to create an intellectually and culturally stimulating learning environment for students and the community. Our students improve their basic skills, develop and enhance career opportunities, and/or prepare for transfer to a four-year institution as they become productive citizens and lifelong learners.

The College mission statement appears in all major College publications, including the catalog ([I.A.1.09: GWC Catalog 2011-12 web page](#); [College home web page](#); [I.A.1.10: GWC Home Web Page](#); and [Educational Master Plan \(I.A.1.11: GWC Educational Master Plan\)](#)).

With this new College mission statement finalized, the College could focus its efforts in revising and aligning its Vision, Values and Goals, with the revised vision statement. The College completed this work during the academic year 2008-09. This work was coordinated and finally approved by the College P&B Committee. These statements also appear in all major College publications and posters that appear in many campus locations ([I.A.1.09: GWC Catalog 2011-12; web page](#); [I.A.1.10: GWC Home Web Page](#); and [I.A.1.04: GWC Educational Master Plan](#); and [I.A.1.12: Mission, Vision, Values Poster](#)).

GWC's Vision & Value Statement(s) is as follows:**Vision**

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.

Values

Our values are the ideals that guide us in our commitment to student learning and to the vitality of our community. The following ten ideals (in alpha order) represent the foundation for our mission. They guide us in our daily decisions, as well as inspire and motivate us to accomplish our goals.

Access and Equity. *We value and strive to ensure open access to our College and equitable opportunities for all the residents of our community.*

Campus Environment. *We value and support "Spirit of Place" through which the people, buildings, and grounds all serve to convey to our students that they are welcome and that our College is a special place of learning.*

Collaborative Climate. *We support active participation based on trust, openness, consistency, and respect in the College's decision-making process. We encourage students, faculty, and staff to work together to solve problems by listening to one another, by speaking honestly, and by demonstrating ethical behavior and responsibility for the good of the College.*

Excellence and Innovation. *We work to provide a quality educational environment for students by embracing a culture of assessment and continual improvement. We are inspired by our founding president's dictum to "Let Change Be the Tradition," to encourage innovation, creative problem solving, and to welcome changes that will enhance the College's ability to fulfill its mission.*

Inclusiveness and Diversity. *We value diversity and recognize the contributions of all individuals. We support the free and open exchange of thoughts and ideas in an environment that embraces mutual respect and civility.*

Leadership. *We promote active leadership for students, faculty, and staff at all levels of the institution and through partnerships with the community at large. We embrace our responsibility to clearly communicate, inspire, and proactively respond to the changing needs of our students and community.*

Learning. *We aspire to high academic standards and support the personal growth of all our students. We are committed to student learning that culminates in identified student outcomes.*

Stewardship and Sustainability. *We are responsible for utilizing and developing our human, environmental, and fiscal resources efficiently and effectively and in a manner consistent with the principles of health and sustainability.*

Teaching. *We value the primary role that faculty play in providing students with a dynamic and challenging environment that maximizes learning. We also acknowledge the important roles that classified staff and managers perform in support of students and their learning.*

Technology. *We value the role that technology plays in reducing barriers to learning, increasing access to educational opportunities, creating new ways of addressing students' learning needs, and enhancing the administrative aspects of serving students and faculty.*

In fall 2009, the College began in earnest developing new College Goals. A series of surveys and half-day workshops produced agreement on the broad, long-term goal areas. Specific, measurable goals within these goal areas were worked on in the spring of 2010. The College completed this task in fall 2010 and reaffirmed them with the adoption of the College Educational Master Plan in spring 2011. The College P&B Committee continues to work with the Institutional Effectiveness Committee to refine both the measurement and assessment of the progress the College is making on these goals. [See the discussion at standard I.A.3 for process evidence]

GWC College Goals 2010-16

1. Institutional Mission and Effectiveness

GWC will demonstrate a strong commitment to student learning. The College will ensure program excellence through the assessment of student learning, student achievement, and service outcomes.

2. Student Learning Programs and Services

a. Instructional Programs

GWC will maintain and refine a portfolio of strong programs that support our institutional mission.

b. Student Support Services

GWC will strengthen student support pathways by delivering effective services that minimize barriers and promote student enrollment, persistence, and completion.

c. Library and Learning Support Services

GWC will maintain, assess, and strengthen both services and resources in the Library, Tutoring Center, learning centers, and computer laboratories.

3. Resources**a. Human Resources**

As we realign our staffing, GWC will maximize the benefits of diversity, strengthen staff development activities, and increase the effectiveness of evaluations.

b. Facilities & Campus Environment

GWC will create, maintain, and enhance a safe campus environment conducive to student learning by utilizing resources in ways that are sustainable.

c. Technology

GWC will leverage technology resources to facilitate student learning, campus communication, and institutional effectiveness.

d. Fiscal Resources

GWC will effectively manage financial resources to sufficiently support, maintain and enhance student learning programs and services.

4. Participatory Governance and Leadership**a. Planning Processes & Decision-Making**

GWC will utilize participatory governance and effective, ethical leadership to continuously assess and improve the institution.

b. District Collaboration

GWC will proactively engage in participatory governance activities with sister colleges and district offices to better serve our students and community while maintaining college autonomy.

5. Community Engagement**a. Community Relations**

GWC will actively seek additional opportunities to serve as the educational center for its local community.

b. Business, Industry and Governmental Partnerships

GWC will utilize systematic processes for building partnerships with local businesses, industries and governmental agencies to promote contract education, student internships, faculty externships, and fundraising.

I.A.1 Actionable Improvement Plan

None

I.A.2

The mission statement is approved by the governing Board and published.

I.A.2 Descriptive Summary

During the time the College was reviewing the Mission Statement, Vision, and Values, along with the revision of the College Goals, the Board of Trustees formed a standing Board Committee on Accreditation. This committee received regular reports from the colleges related to the work each college was taking related to concerns raised by both the College and the Commission. The College President provides ongoing reports to this committee, as well as the full board on efforts the College was making on both accreditation recommendations as well as College planning. All of these efforts came together when the College presented, and the Board approved the College Educational Master Plan ([I.A.1.04: GWC Educational Master Plan](#); [I.A.2.02: Board Policy 1200, Mission and Vision](#)).

I.A.2 Self Evaluation

GWC meets the standard.

The mission Statement is approved by the governing Board and published in all major College publication and on the web ([I.A.2.03: GWC Catalog 2011-12](#); [I.A.2.04: College Home Web Page](#); [I.A.2.05: GWC Educational Master Plan \(2011\)](#); [I.A.2.06: GWC Presentation re 2020 Planning CCCD Board of Trustees Agenda March 16, 2011](#); [I.A.2.07: Various Board Minutes re College Plans, Spring 2011](#); and [I.A.2.08: Board Approval of Educational Master Plan, July 20, 2011](#); [I.A.2.09: Minutes from Board accreditation During the Last Two Years](#); and [I.A.2.10: Board Approval of Mission Statement – Sept., 5, 2012](#)).

I.A.2 Actionable Improvement Plan

None

I.A.3

Using the institutions governance and decision-making processes, the institution reviews its mission statement on a regular basis and revises it as necessary.

I.A.3 Descriptive Summary

The College began to discuss and review its mission statement during the academic year or 2007-08 as a first step in reviewing the College's vision, values and goals, which would then provide direction for a thorough review and re-energized College plan. The College completed this task in fall 2010 and reaffirmed all of the segments of the plan with the adoption of the Educational Master Plan in spring 2011 ([I.A.2.11: Educational Master Plan \(2011\)](#)).

I.A.3 Self Evaluation

GWC meets the standard.

The College used the committees identified in its Core Planning Structure to engage the campus constituents in a variety of ways to develop the components of this new plan and make recommendations throughout its development through final adoption. Each of the committees that compose the core planning structure adopts annual planning objectives using the five-column model adopted by the College P&B Committee. ([I.A.3.01](#): *Core Planning Structure 10182011* and [I.A.3.02](#): *P&B Committee Planning Objectives 2008-09 to 2011-12*). The planning objectives demonstrate the time and effort over the past five years that the committee invested in these reviews and the number of other tasks that were related and influenced by these deliberations, over a number of years. In addition to the planning objectives evidence is provided related to how the College mission, values and goals were developed and adopted ([I.A.3.03](#): *College Goals Review Process 2007 to 2011*; [I.A.3.04](#): *Value Statement Development 2008-09*; [I.A.3.05](#): *Mission Statement Development 2007-08*; [I.A.3.06](#): *Program Review Templates (2008) and Program Vitality Template and Follow Up Recommendations, 2009*).

The College Educational Master Plan includes a description of the College's program review process, including an overview of each program, planning and growth forecasts ([I.A.3.07](#): *GWC Educational Master Plan, "Program Review High Points," pp. 69-109*). The plan also outlines key planning assumptions and strategic priorities for the future ([I.A.3.08](#): *GWC Educational Master Plan, "Key Planning Assumptions and Strategic Priorities," pp. 110-111*). The plan also outlines curricular opportunities for improvement, potential program changes and adjustments, and then discusses recommendations for new initiatives related to College Goals and District Themes ([I.A.3.09](#): *GWC Educational Master Plan, "Opportunities for the Future," pp. 127-149*). Some examples discussed in the plan include:

The plan document illustrated the full range of AA degrees and transfer programs in the academic divisions of: Arts and Letters; Business, Social Sciences, Math, and Sciences; Career and Technical Education; Physical Education and Athletics; and Learning Resources and Distance Education. In support of transfer programs, the College maintains articulation agreements with major four-year institutions, resulting in a substantial number of courses across the curriculum certified as California Articulation Number (CAN). Ten new transfer programs have been added over the last two academic years following the model Transfer Curriculum formats from SB1440 legislation.

While the College struggles to stay current with advances in technology, it has managed to maintain its ability to offer a large selection of quality online courses effectively. Its Criminal Justice Training Center, School of Nursing, Cosmetology and Automotive programs are well respected.

Additionally, the College offers additional non-credit continuing education, personal and professional development, health and Art classes and community activities through its Community Education program ([I.A.3.10](#): *Community Services Calendar of Events, Summer 2012*).

The College offers an array of student services in support of students' goals. These include Counseling, a Transfer/Career Center, the Career and Employment Services Center, Re-Entry/Cal-WORKs, Accessibility Center for Education, Financial Aid, Student Activities, Student Health Services, Admissions and Records, and an International Students Program ([I.A.3 22](#): *Student Services Program Reviews 2006, 2008, 2010, and 2012*).

The College continually focuses on improving its academic support and services for student learning. One example of this effort is the centralization of student services in the New Learning Resource Center, which increased the capacity of the Student Success Center, Writing Lab, Tutoring Center, and High-Tech ACE lab. Additional discussion of this effort is located in standard II.C.

Finally, after our 2006-07 Self-Study the visiting team recommended that, *"the college review College Goals to ensure that they are aligned with the mission and measurable so that the degree to which they are achieved can be determined and widely discussed (Standards I.A.1, and I.B.2)."*

The Visiting Team, in its April 2008 Progress Visit Report, indicated GWC had made substantial progress and had met this Recommendation. Additionally, the Team recommended two items of evidence for inclusion in this 2010 Midterm Report regarding this Recommendation:

1. *New College Goals promised in the March 2008 GWC Progress Report;*

The College completed this task and new College Goals were described above.

2. *And, Validation of the viability of the proposed two-year cycle for review of the College Goals.*

I.A.3 Actionable Improvement Plan

None

I.A.4

The institutions mission is central to institutional planning and decision-making.

I.A.4 Descriptive Summary

When a college is faced with years of budget cuts because of a weakening state and national economy, maintaining the college's focus on mission has been essential, yet challenging. While community colleges in California have a long history of budget cycles that expand and dip, the system has typically funded growth, which has allowed colleges to grow and expand further away from their core mission. The opportunity to become more compressed, in times of wealth, has been one of our strengths; however, in times of fiscal constraint colleges have been required to re-evaluate their core mission, and strategically focus on student outcomes, student retention and completion and success. For the past four years, this has been the case at GWC.

One of the College's primary goals is to improve student success while, at the same time, addressing significant budgetary challenges. The College made use of its core planning structure in its ongoing efforts to adjust plans, constrain budgets, amend college structures, and refocus on

core offerings. As a result, the College has made deliberate strategic changes in its administrative and committee structures, course offerings, and faculty and staff budgets. These strategic changes have increased organizational stress and prompted some committees within the College to question the new processes and rapid changes. Perhaps the minutes of the Student Success Committee (previously Enrollment, Retention, and Completion (ERC)) best reflect the struggles these newly formulated committees have and are facing, creating a new identity while letting go of the old. Role definition, integration with a committee already committed to “cooperation, coordination, and collaboration” has proved challenging, however, the discussions have been rich and reading through the minutes, one can sense that the struggle is based on good intentions, value for the work and the students we serve ([I.A.4.01: Minutes from the ERC now Student Success Planning Team, Fall 2011](#)). There is a similar feeling reflected in the minutes of the Academic Senate ([I.A.4.02: Academic Senate Minutes spring and fall 2011](#)).

I.A.4 Self Evaluation

GWC meets the standard.

After several years of ongoing budget reductions the cumulative effects of these reductions forced both the District and the colleges to make some difficult ongoing organizational changes. In keeping with the colleges commitment to its mission the College undertook some bold steps to reexamine how it might re-position itself organizationally to strategically focus on one end goal – student success. The college President opened the 2010 academic year with a presentation entitled “Framing the Future” ([I.A.4.03: All College Meeting Power Point, September 23, 2010](#)). In the presentation he challenged faculty and staff to rethink how the college was organized, and encouraged efforts to address barriers to student success and improved student pathways. The rethinking process would have to begin at the organizational level, e.g., how the college was structured the way we work and how we deliver services. The College would have to improve how students flow through our system so that access turns into success.

The discussions were robust and power point presentations and organizational charts changed many times during that year ([I.A.4.04: GWC Restructuring Proposals and Organization Charts 2009-10 to 2011-12](#)). Midway through the spring 2011 semester, the new organizational structure was far enough along, to determine that the college could move from a more traditional three Vice President-model to a two Vice President model that integrated student success across both Vice Presidents. The college crafted, advertised and filled the position of Vice President of Student Success ([I.A.4.05: Vice President for Student Success Job Announcement](#)) and realigned the other Vice President’s areas of responsibility into a new job description – Vice President of Student Life and Administrative Support ([I.A.4.06: New Organizational Chart, March 7, 2012](#)).

During fall 2011 the instructional deans, in consultation with the department heads, used the mission to guide difficult decisions on reducing expenditures allocated to previously scheduled classes ([I.A.4.07: GWC Fall 2011 Schedule Development, presented to Board of Trustees, May 25, 2011](#)).

The College also continued to revise its planning team structures, including the advisory committee structure ([I.A.4.08: Core Planning Structure and Advisory Committee Structure Charts, fall 2011](#)). The College has worked diligently on some enrollment realignments that protect core courses and ensure student progress toward degree and certificate completion ([I.A.4.09: Enrollment Reduction Reports FTES for Fall 2011 & Spring 2012](#)). At the same time, significant work has been done to insure that the College maintains sufficient efficiency and productivity in generating FTES ([I.A.4.10: GWC Enrollment Management](#)).

During this same time, the College has completed important curricular work, including the development and approval of seven Transfer Major Credit Degrees, ([I.A.4.11: Transfer Model Curriculum Approvals](#) and [I.A.4.12: CCI Notes, March 6, 2012](#)) with additional degrees in the works ([I.A.4.13: Transfer Model Curriculum](#)). Clearly, the harder work is in front of the College. It must stay engaged in the discussions around core mission, student success and completion, course delivery and student success strategies. Of equal importance, the College must find ways to address these needs within its available resources or find new sources of revenue. These are serious and persistent challenges and the College must face them with creative solutions for our changing student population ([I.A.4.14: GWC Solutions Matrix 2011-12 April 4, 2011](#); [I.A.4.15: Projected Budget and FTES Reductions 2012-13 Solutions Matrix February 2, 2012](#)).

Finally the recently released State report on student success ([I.A.4.16 Student Success Task Force Report Summary, January 24, 2012](#)) will certainly play an important role in directing the College's goal of clarifying its core mission. The College needs to identify ways to integrate good practice and specific outcome goals into institutional planning, since these are clearly in line with both the GWC mission and Educational Master Plan goals.

I.A.4 Actionable Improvement Plan

The College will monitor and review the effectiveness of the changes adopted in the new organizational structure to ensure that the College continues to improve services to students in accordance with our mission.

Evidence for Standard I.A

Links to evidence are available at www.goldenwestcollege.edu/accreditation2011-2012.

- 1.A.1.01: Planning and Budget Committee Minutes, December 12, 2007
[PlanningAndBudgetCommitteeMinutesSummaryDec12.pdf](#)
- 1.A.1.02: Planning and Budget Committee Minutes, February 13, 2008
[PlanningAndBudgetCommitteeMinutesSummaryFeb13.pdf](#)
- 1.A.1.03: GWC Quick Facts
http://goldenwestcollege.edu/wpmu/oir/files/2011/11/GWCEducationalMasterPlan2011_16.pdf
- 1.A.1.04: GWC Educational Master Plan
http://goldenwestcollege.edu/wpmu/oir/files/2011/11/GWCEducationalMasterPlan2011_16.pdf
- 1.A.1.05: Program Reviews 2006, 2008, 2010, and 2012
<http://goldenwestcollege.edu/wpmu/oir/institutional-effectiveness/program-review/>
- 1.A.1.06: IPEDS Data Feedback Report 2011
[IPEDSDataFeedbackRpt.pdf](#)
- 1.A.1.07: GWC Educational Master Plan (2011), Scan of Conditions External to GWC pp.11-32
[GWCEdMasterPlan2011ScanOfConditionsExternalToGWCpp11_32.pdf](#)
- 1.A.1.08: GWC Educational Master Plan (2011), Scan of Conditions Internal to GWC pp.33-53
[GWCEdMasterPlan2011ScanOfConditionsInternalToGWCpp33_53.pdf](#)
- 1.A.1.09: GWC Catalog 2011-12
<http://www.goldenwestcollege.edu/catalog/>
- 1.A.1.10: GWC Home Web Page
<http://www.goldenwestcollege.edu/about.html#mission>
- 1.A.1.11: GWC Educational Master Plan
<http://goldenwestcollege.edu/wpmu/oir/files/2011/11/GWCEducationalMasterPlan2011-16.pdf>
- 1.A.1.12: Mission, Vision, Values Poster
[MissionVisionValuesPoster.pdf](#)
- 1.A.2.01: GWC Educational Master Plan
http://goldenwestcollege.edu/wpmu/oir/files/2011/11/GWCEducationalMasterPlan2011_16.pdf
- 1.A.2.02: Board Policy 1200, Mission and Vision
[BP1200MissionAndVision.pdf](#)
- 1.A.2.03: GWC Catalog 2011-12
<http://www.goldenwestcollege.edu/catalog/>
- 1.A.2.04: GWC Home Web Page
<http://www.goldenwestcollege.edu/about.html#mission>
- 1.A.2.05: GWC Educational Master Plan
http://goldenwestcollege.edu/wpmu/oir/files/2011/11/GWCEducationalMasterPlan2011_16.pdf
- 1.A.2.06: GWC Presentation re 2020 Planning CCCD Board of Trustees Agenda March 16, 2011
[GWCPresentationRe2020PlanningCCCDBoardOfTrusteesAgendaMarch16_2011.pdf](#)
- 1.A.2.07: Various Board Minutes re College Plans, Spring 2011

[VariousBoardMinutesCollegePlans.pdf](#)

- 1.A.2.08: Regular Meeting Minutes 7/20/11 Pg 15
[BoardApprEdPlan7_20_11.pdf](#)
- 1.A.2.09: Minutes from Board Accreditation During the Last Two Years
[MinutesFromBoardAccreditationDuringTheLastTwoYears.pdf](#)
- 1.A.2.10: Board Approval of Mission Statement
[BoardAgendaMissionStmntSep5.pdf](#)
- 1.A.2.11: GWC Educational Master Plan
http://goldenwestcollege.edu/wpmu/oir/files/2011/11/GWCEducationalMasterPlan2011_16.pdf
- 1.A.3.01: Golden West College - Core Planning Structure Draft 10/18/11
[CorePlanningStructure10182011.pdf](#)
- 1.A.3.02: P & B Committee Planning Objectives 2008-09 to 2011-12
[PB_PlanningObjectives2008_09to2011_12.pdf](#)
- 1.A.3.03: College Goals Review Process 2007 to 2011
[CollegeGoalsReviewProcess2007To2011.pdf](#)
- 1.A.3.04: Value Statement Development 2008-09
[ValueStatementDevelopment2008_09.pdf](#)
- 1.A.3.05: Mission Statement Development 2007-08
[MissionStatementDevelopment2007_08.pdf](#)
- 1.A.3.06: Program Review Templates (2008) and Program Vitality Template and Follow Up Recommendations, 2009
[ProgramReviewTemplates2008AndProgramVitalityTemplateAndFollowUpRecommendations2009.pdf](#)
- 1.A.3.07: GWC Educational Master Plan, Program Review High Points pp. 69-109
[GWCEdMasterPlan2011ProgramReviewHighPoints_pp69_109.pdf](#)
- 1.A.3.08: GWC Educational Master Plan, Key Planning Assumptions and Strategic Priorities, pp. 110-111
[GWCEdMasterPlan2011KeyPlanningAssumptions_pp110_111.pdf](#)
- 1.A.3.09: GWC Educational Master Plan, Opportunities for the Future, pp. 127-149
[GWCEdMasterPlan2011OpportunitiesForTheFuture_pp127_149.pdf](#)
- 1.A.3.10: Community Services Calendar of Events, Summer 2012
[GWCCommunityEducationCalendarSummer2012.pdf](#)
- 1.A.3.11: Student Services Program Reviews
<http://goldenwestcollege.edu/wpmu/oir/institutional-effectiveness/program-review/>
- 1.A.4.01: Minutes from ERC, now Student Success Planning Team, Fall 2011
[ERC_MinutesFall2011.pdf](#)
- 1.A.4.02: Academic Senate Minutes spring and fall 2011
[AcademicSenateMinutesSpringAndall2011.pdf](#)
- 1.A.4.03: All College Meeting Power Point, September 23, 2010
[AllCollegeMeetingFramingtheFuture092310.pdf](#)

- 1.A.4.04: GWC Restructuring Proposals and Organization Charts 2009-10 to 2011-12
[GWCRestructuringProposalsAndOrganizationCharts2009_10To2011_12.pdf](#)
- 1.A.4.05: Vice President for Student Success Job Announcement
[GWCVicePresidentStudentSuccessJobDescription.pdf](#)
- 1.A.4.06: New Organizational Chart, March 7, 2012
[GWCOrgChart030712.pdf](#)
- 1.A.4.07: GWC Fall 2011 Schedule Development, presented to Board of Trustees, May 25, 2011
[GWCFall2011ScheduleDevelopmentPresentedtoBoardofTrusteesMay252011.pdf](#)
- 1.A.4.08: Core Planning Structure and Advisory Committee Structure Charts, fall 2011
[CorePlanningStructure10182011.pdf](#)
- 1.A.4.09: Enrollment Reduction Reports FTES for Fall 2011 & Spring 2012
[EnrollmentReductionReportsFTESForFall2011AndSpring2012.pdf](#)
- 1.A.4.10: GWC Enrollment Management
[GWCEnrollmentManagement.pdf.pdf](#)
- 1.A.4.11: Transfer Model Curriculum Approvals
[TransferDegreeStateApprovalLetters.pdf](#)
- 1.A.4.12: CCI Notes, March 6, 2012
[CCI_Notes03_06_12.pdf](#)
- 1.A.4.13: C-ID COURSE IDENTIFICATION NUMBERING SYSTEM
<http://www.c-id.net/degreereview.html>
- 1.A.4.14: GWC Solutions Matrix 2011-12 April 4, 2011
[GWCsolutionsMatrix2011_12_040411.pdf](#)
- 1.A.4.15: Projected Budget and FTES Reductions 2012-13 Solutions Matrix February 2, 2012
[SolutionsMatrix_2_2_12.pdf](#)
- 1.A.4.16: Student Success Task Force Report Summary, January 24, 2012
[StudentSuccessTaskForceReportSummary012412.pdf](#)