

GREAT BASIN COLLEGE
PRESIDENT'S COUNCIL
August 10, 2010

PRESENT: Carl Diekhans, Mike McFarlane, Lynn Mahlberg, Sonja Sibert, Sarah Negrete, Paulette Batayola, Jolina Adams or Delores Whittaker
ABENT: John Rice

1. Approval of Minutes – The minutes of the President's Council meeting on June 22, 2010, were approved.
2. SGA Update – Paulette Batayola reported that this year's SGA theme is "Studentism." At the SGA retreat this summer she stressed that students can make a difference and they do matter. They went over the budget and did some strategic planning. The centers need more training, activities and events which will require more student involvement. The SGA has donated \$2,500 for a sound system to be used for student events and \$2,500 for the new recreation room. SGA is bringing back "half way days." Every Wednesday students can play pool for free and get free popcorn. Paulette reported she is now Vice President of the Nevada Student Alliance. She has also been attending as many system meetings as she can. She attending the Interim Finance Committee meeting where they came up with funding another year of the millennium scholarship. Paulette spoke at that meeting. She also attended the meeting of the Fresh Look at Nevada's Community Colleges taskforce. She noticed that the taskforce doesn't have a single representative from the community college sector. All student body presidents will be invited to the meetings if they can make it. The taskforce will meet in Elko on September 17.
3. Faculty Senate Update – Sarah Negrete reported there have been no meetings this summer. Faculty senate chairs meet with the chancellor each month. At the last meeting with the chancellor they brought up concerns that there is no community college rep on the Fresh Look at Nevada Community Colleges taskforce. The senate chairs will draft a letter to Bruce James requested membership of a community college representative. Sarah thinks it is possible that the request could be approved. GBC faculty return on August 19.
4. Classified Council Update – Jolina Adams reported that the executive board has not met yet. The next regular classified meeting is on August 12. Jolina said they are occupying the Winnemucca modular finally. Delores commented that classified wants to bring a more positive attitude back. They are thinking of planning an event each semester. They may focus on something like random acts of kindness.
5. Strategic Planning – Cliff Ferry started with the handout of the year's report on strategic planning. The report lists the accomplishments and status of the sixteen institutional goals. Cliff talked about the program review for the education program and that Linda Uhlenkott will chair the committee this year. Mike wants a separate committee for the Gen Ed. Some department plans are complete and they have an understanding of what needs to be done. This has been a pilot year for everyone. It is a home grown plan and new to many.

Departments are different so you cannot use a boilerplate. Cliff has to create an assessment report that is good for NSHE as well as for Northwest Commission on Colleges and Universities. Identifying accomplishments by department and identifying recommendations for change will be important. Mike said that our Director of Institutional Research will prepare these reports and identified areas and track over time to report to our accreditation. The process will eventually be automatic and routine. Mike says we are doing our first year report this spring which will focus on planning.

The appropriate supervisor will speak with the departments that don't have a completed plan yet. PC recommended that institutional research should have a departmental strategic plan.

6. Policy & Procedure Change

- 6.1 Student Services – *review changes for approval at the next PC meeting*

7. Miscellaneous

- Carl Diekhans attended a Presidents' Retreat on August 9. One thing he can discuss from the retreat is the new formula funding will look at attainment of goals for a percentage of funding – graduation rates, retention, how they move through remedial. Our grad rate is 20.5% in 2008 and 25.5% in 2009. The numbers are better than what we have seen. Another thing that was discussed at the Presidents' Retreat was accelerated degrees. Universities are recommending guaranteeing tuition rate if you finish degree in 2 years or 4 years. It is about getting students out quicker. There is a national push to limit associate degrees to sixty credits and bachelor degrees to one hundred twenty credits.
- Carl recently met with Roberta Roth with SCS. She is working on the new blackboard contract. They are looking at some things in iNtegrate that we have to do and some changes to some of our software here.
- Carl announced that the Fresh Look at Nevada's Community Colleges Taskforce is meeting at Great Basin College on September 17. We will be preparing a presentation for the taskforce.
- Carl announced the CIP hearing is scheduled for August 26 in the afternoon. There is a Special Board of Regents' meeting on August 27. The only agenda item at the Special Board meeting will be the budget.
- Nevada Broadcasters Association is honoring Chancellor Emertius Jim Rogers on August 28 at an event and is requesting a sponsorship from GBC. Carl will see if the other presidents are participating and at what level.
- Carl reported there seems to be a misunderstanding about the school colors. He met with Paulette this week to discuss the matter. In 2005 the SGA voted to change the school colors to forest green and gold. It's something that never came to PC for a vote. Carl

will try to contact Paul Killpatrick to see what he remembers. Carl will also meet with Joyce Shaw to see what she remembers. Officially, the colors are still sage green and gold. Certainly the students can address this again and follow the proper routes of approval. Our pamphlets and schedules should reflect the school colors. Students are supportive of the forest green and gold.

- Carl will consider a replacement (if necessary) for Mary Gilbertson on the GBC Budget Taskforce.

Program Evaluation for 2009-2010

Great Basin College Strategic Planning

By Dr. Cliff Ferry, Facilitator & Co-Director

Project Description Summary

Much of the preliminary work for GBC's new Strategic Plan was done during 2008/2009. The Plan was accepted by the Board of Regents in August 2009.

The college's strategic framework consists of a conventional model of mission, goals, objectives, and action plans. In addition, we introduced a model of four interacting components of planning—the institution, departments, students in programs, and a component called courses and services, or *In the Trenches*. These four components, or *frames*, also reveal ways of thinking productively about assessment. This strategic plan features a much expanded outlook on planning than in the past, asking all departments to construct their own plan.

The concept of college Core *Themes*, a new requirement in the Northwest Commission on Colleges and Universities standards, has become an integral part of the entire plan.

Finally, Great Basin College is introducing an exciting new tool—on-line planning and assessment documentation.

This report describes the first year of the new plan.

References:

<http://www2.gbcnv.edu/planning/> provides links to

- GBC's *Strategic Plan 2009-2016*, August , 2009;
- Structural Framework; and
- All current GBC plans.

Institution Plan

The college mission is supported by sixteen institutional goals. Like all goals, each of the institutional goals has objectives and action plans of its own. Department goals also pertain to institutional goals and some of these relationships are recorded in the institutional strategic plans. The sixteen institutional goals are listed below. The overall responsibilities for goals are shared by the college president, vice-presidents, director of institutional planning, as noted for each goal.

The institutional goals are organized under four core themes:

- Theme 1 Student Success
- Theme 2 Planning & Performance
- Theme 3 Sustainability
- Theme 4 Serving Rural Nevada

The four themes were formulated in response to the NWCCU's revised accreditation process, which requires each institution to name its broadest undertakings, each of which will then be evaluated for

accreditation. Each institutional (and departmental) objective will be coded with one or more of the four themes.

Institutional Goals

Goal 1: Provide quality educational opportunities for student success. Theme 1 VPAA

Goal 2: Enhance quality services supporting student success. Theme 1, VPSS

Goal 3: Facilitate seamless transfer of students from high school to community college to universities and to careers. Theme 1 VPAA

Goal 4: Maintain and enhance the culture that fosters faculty and staff excellence. Theme 1, VPAA

Goal 5: Develop and fully implement the GBC strategic plan and assessment plan. Theme 2, President

Goal 6: Incorporate data in planning and decision-making. Theme 2, President

Goal 7: Continually evaluate for developing new programs, expanding existing programs, and eliminating non-performing programs. Theme 2, VPSS & VPAA

Goal 8: Add new programs consistent with the college mission, attractive to potential students, and conducive to the operation of the college. Theme 2, VPAA

Goal 9: Obtain and make responsible use of all resources. Theme 3, VPAS

Goal 10: Promote a strong identity to the world, communicating both internally and externally. Theme 3, IA

Goal 11: Promote economic and cultural sustainability to the region. Themes 3 & 4, VPAA

Goal 12: Maintain and increase enrollment. Theme 3, VPAA & VPSS

Goal 13: Act in consideration of natural and cultural environments at local and global scales. Themes 3 & 4 IA

Goal 14: Ensure college-wide consistency of instructional quality & administrative procedures, while recognizing the diverse needs and resources of the service area's communities. Theme 4, VPSS & VPAA

Goal 15: Continue to develop and deliver high quality distance educational opportunities. Themes 1 & 4, VPAA

Goal 16: Respond to community needs. Theme 2, VPAA

Department Plans

In fall semester 2009, all academic, student services, administrative services departments were asked to submit their mission, goals, objectives, and action plans. The mission statements succinctly addressed:

What the department does, **For Whom** or **Why**, and **How** or in **What Manner** the department does its work. The **mission** statement is followed, generally, by two to six broad **goals** for each department, two to six **objectives** for each goal, and an **action plan** for each objective.

Plans On-Line

During the summer of 2009, the GBC Webmaster created an on-line plan descriptions and the means for updating the plans. The current plans for the institution and departments are available at the college website: <http://www2.gbcnv.edu/planning/>.¹

¹ Those who are not employees of Great Basin College may inspect the on-line program by clicking on General Viewing at the top of the first page of the document.

A conventional strategic plan model, home-grown and tailored to GBC, along with a state-of-the-art computer program, which is also home-grown, is a powerful combination. Changes were made in the planning model, the computer program, and the processes used to bring together the planning concepts, on-line procedures, and, most of all, department heads, top college administrators, and their respective support personnel. The academic year 2009-2010, then, was a full-scale pilot of this combination.

The following sections describe the status for the sixteen Institutional Goals and the department goals

Progress: Institution & Departments

Institutional Goal	Status
Goal 1: Provide quality educational opportunities for student success. VPAA	Mike enriched objectives description and added action plans. May 3, 2010. See link below for list of technological enhancements.(1.1.5), June 30, 2010; http://www2.gbcnv.edu/planning/data/Ferry_Cliff/The_Institution/goal1/obj1/act5/docs/00057.doc . See the following link for curriculum improvement plans: http://www2.gbcnv.edu/planning/data/Ferry_Cliff/The_Institution/goal1/obj3/docs/00038.doc
Goal 2: Enhance quality [student] services supporting student success. VPSS	References to student services <u>departments'</u> plans are cited for Goal 2.
Goal 3: Facilitate seamless transfer of students from high school to community college to universities and to careers. VPAA	Mike enriched objectives' descriptions and added action plans, June 23.
Goal 4: Maintain and enhance the culture that fosters faculty and staff excellence. VPAA	Mike enriched objectives' descriptions and added action plans, June 23.
Goal 5: Develop and fully implement the GBC strategic plan and assessment plan. PRES	Good progress on 5.1, 5.2, 5.3. Not much on 5.4, Institutional Assessment Plan Adding new objective 5.5: NWCCU Accreditation
Goal 6: Incorporate data into action plan. PRES	Cliff collected departmental accomplishments from year-end updates. He had two versions of this and, inexplicably, deleted one and then the other the next day.
Goal 7: Continue to evaluate for developing new programs, expanding existing programs, and for deleting non-performing programs. VPAA, VPSS	7.1 OKAY. Assessment committee did planning this semester and will work next semester (Spring 2010) on the gen ed program review. See "Program Review" Strategic Planning online. 7.2 Mike 7.2 on June 25, 2010. 7.2.2 needs date correction; 7.2.5 should be under Goal 8 See Program Review Samples and 2009/2010 General Education Review
Goal 8: Add new programs consistent with the college mission, attractive to potential students, and affordable. VPAA	Programs already under consideration are given in 8.1. Move 1.4 to here. New 8.3 Objective: Reorient workforce development in Pahrump through a new facility (Humahuaca). Develop more programs and training oriented toward alternative energy and the Corrections Corporation of America development.
Goal 9: Obtain and make responsible use of all resources. VPAS	Though there are no action plans for the 5 objectives under Goal 9, work is being done in college document storage, conserving resources (B&G), exploring

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	external funding, someone/ Facilities plan updated & request for facilities coordinator added by Mike on June 24, as well as other tasks under Goal 9 objectives. See Enrollment Management 1.1 & 1.3
Goal 10: Promote a strong identity to the world, communicating, internally and externally. INST ADV	Interscholastic sports (rodeo team) update added.
Goal 11: Promote economic and cultural sustainability to the region. VPAA	Maybe this goal should be economic only?? See Goal 13 below.
Goal 12: Maintain and increase enrollment. VPAA & VPSS	12.1: Student Housing.
Goal 13: Act in consideration of natural and cultural environments at local and global scale. INST ADV	ICE, Carrie Bruno's group.
Goal 14: Ensure college-wide constancy of instructional quality, administrative procedures, while recognizing the diverse needs and resources of the service area's communities. VPAA & VPSS	Safety & Security and Admissions Advising & Career Center have added to this goal.
Goal 15: Continue to develop and deliver high quality distance ed educational opportunities. VPAA	15.1 was done on June 30, 2010. It collects all the objectives/tasks from departments that indicate completion or considerable progress for distance education. See Distance Education Update, 2009-2010
Goal 16: Respond to community needs. VPAA	Outlying areas of Nye are the only objectives.

Departments, July 27, 2010

Status	Number of Departments
1 Completed plan, 2 At least one interim update & 3 End-of-Year update submitted	22
1 Completed plan & 2 At least one interim update	10
1 Completed plan & 3 End-of-Year update	1
1 Completed plan	6
Something less than a complete plan	6
I failed to request plan from department	2
Miscellaneous*	3

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STATUS OF DEPARTMENT STRATEGIC PLANS, July 27, 2010		
Status	Departments	
Completed plan At least one interim update End-of-Year update submitted	ABE/ESL Academic Success Center BAIS Business Child Center Continuing Education Enrollment Management Fine Arts Financial Aid Library Social Science	AAS Nursing Radiology Diesel Technology Electrical Technology Welding Webmaster Admissions, Advising, Career Admissions & Records Safety & Security Science SIS
Completed plan At least one interim update No End-of-Year update	IAV Land Surveying BSN CNA Instrumentation Industrial Millwright	Recruiting Housing B & G Student Life
Completed Plan No interim updates End-of-Year update	Computer Office Technology	
Completed plan No interim updates No End-of-Year update	Agriculture Education HSHS Department Human Services SGA Computer Services	
Something less than a complete plan	English Mathematics On-Line Controller Institutional Advancement Winnemucca Center	
Failed to request plan from department	Tech Prep (in progress) Criminal Justice	
Have drafts but I have not followed through with the centers.	Pahrump Valley, Battle Mountain, Ely	

Discussion

Quality, Completeness, and Diversity of Plans The Process & Challenges Assessment Uses Recommendations

Quality, Completeness, and Diversity of Plans

At the end of this first year of operationalizing GBC's 2009-2016 strategic plan, variation exists in the quality and completeness of the plans, institutional and departmental. The mission statements and goals for the departments are generally quite good. Many departments have excellent objectives, relevant and worthwhile, though there is some unevenness in how well the objectives support individual goals. The action plans were the most difficult. There were tendencies for tasks to be too specific, too detailed. And then there were instances when there were good objectives but no action plans whatsoever. While there were good examples of measurable targets, particularly for objectives, most departments are urged to identify targets in quantitative form whenever that is possible.

In addition to the variation in quality and completeness, the plans were diverse from department to department because the missions are diverse. And that's fine. Just interesting.

The Process & Challenges

In a real sense, the strategic plan and process is homegrown. Though the outlines of planning (mission, goals, objectives, etc.) come from a conventional planning model, their application to the college is largely interpreted by the project facilitator. The on-line, dynamic version of a college strategic plan, as developed by GBC's webmaster, may be unique for colleges and universities.

There were many challenges during 2009/2010 implementation of the college-wide, on-line planning process:

- The year was a "pilot" for everyone;
- Formal strategic planning was new to many GBC faculty and staff;
- Fitting departments' thinking and planning, as they developed, into a formalized plan that, itself, changed during the year was challenging;
- While many faculty and support staff were familiar with on-line applications, the two systems needed to be melded or welded (?).
- Some departments simply found the project to be just one more task, whose relevance may have been questionable, especially in the midst of a very busy and difficult year.

Assessment Uses

Recall that the GBC model for strategic planning has four structural frames: *Institutional, Departments & Programs, Students in Programs*, and *Courses & Services*. An important annual assessment component resides at the foot of each frame. A broad selection of department accomplishments and progress for 2009/2010 strategic planning is located in *Appendix A* of this document. It is this data that will form a part of GBC's assessment data for the year.

Particularly promising types of data are briefly mentioned here.

As part of **Admissions & Records** goal “[To]Increase efficiency and effectiveness of the Admission and Records operation,” the department wanted to decrease the turnaround time for evaluating incoming transcripts. Training and help from another student services department brought remarkable improvement. The graph featured in *Appendix A* suggests that by October of this year, the folks will be evaluating transcripts before they’re received.

Buildings & Grounds’ Task 1.2.2 sought to improve the department’s work order system. A new system was implemented and was judged successful because the work order backlog was reduced.

A **Business Department** objective was to “seek **IACBE** Accreditation (Colleges of Business Education??)” Glen Tenney returned from a November 2009 conference of the group and said that considering the costs involved, it is not clear that pursuing accreditation would be advantageous at this time. The objective remains on hold. Good example of using information to make an important decision.

The **Child Center** was granted continued NAEYC accreditation through 2015. Good news is always good.

Diesel Technology Task 2.1.1 ended with the successful implementation of mobile/wireless computer platforms. All instructors and students are using the platforms as conceived. A good example of using technology to improve curriculum and instruction as well developing job skills.

Enrollment Management’s Objective 1.1 was “[to] incorporate the textbook information into the online version of the Class Schedule.” Students can now click on a button on the Fall 2009 online schedule and view text book information. This accomplishment required much work and faculty and staff cooperation as a service to students.

The **Fine Arts Department** seeks to upgrade the GBC Art Gallery in Elko, possibly by moving the gallery to the expanded student life building.

The existing **Radiology Technology** criteria for program effectiveness are listed and updated annually under *Objective 5.1 : Assess program's effectiveness*, and includes students’ success rate for first time national testing, retention in program, employment within 6 months, and employer and student satisfaction. When applicable, other departments urged to establish a similar program effectiveness system.

Social Science Objective 1.1 ended with a department website and websites for 75% of the faculty, all to facilitate communication with full-time and adjunct faculty and with students.

Recommendations

1. **Eliminate the “on-going” feature for the on-line plan.** The “on-going” feature lends itself too easily to making regular, routine activities part of the priorities of a strategic plan. Following our definition of strategic planning, a strategic plan emphasizes **priorities**, not the **routine** work that is at the heart of any organization. Another way to say it, a plan is not the equivalent of a college’s or department’s scope of work, or job description. A plan sets priorities for what are usually major changes or improvements, i.e., in routines, and provides a time-line for these changes. Thus, objectives and action plans must have target dates.
It will not be difficult to eliminate the on-going feature from the current plans.

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2. Track important assessment “metrics” in more formal ways.

Designate a place on the on-line plan for the institution and individual departments to list significant “metrics,” measurable data that reflects major(s) goals, such as number of graduates for an academic programs, turn-around time for processing important documents (efficiency), % of students that pass external examinations, and many other possible measures. These measures could be used to evaluate programs through trend-lines over a period of time and for reporting to NSHE and accreditation agencies.

3. Make more explicit the importance and uses of departmental strategic plans.

We believe that strategic plans will be invaluable for accreditation. Vice-presidents and deans are urged to regularly monitor the on-going plans as they unfold, making comments, suggestions, praise as appropriate. (The on-line program has an easy way for comments to be made.) Though the department participation and cooperation has been quite good, there are roles that vice-presidents and deans, if they are not already doing so, can play. There are a few departments who simply can’t get their act together, not that they’re bad departments, they do a good job. But they don’t see the necessity for developing and maintaining a strategic plan. If that’s okay, then it would save the facilitator time and worry.

4. Update strategic plans regularly.

It doesn’t work to update plans only once a year. At least, the updates should be each semester. Monthly updates are preferable for most programs.

5. Make suggestions for improvements.

The upcoming second year of implementation is crucial. We can make changes now, but I believe change will be more difficult as we move forward. So read this report carefully, inspect the plans on-line and make suggestions! Thank you.

Appendix A

Institutional Objective 6.3. Closing the Loop (Interim Report)

Track data and (and reasoning) that was used to make changes in strategic plan mission, goals, objectives, and action plans, i.e., “closing the loop.”

THIS IS ALSO PART OF OUR ASSESSMENT MODEL

This compilation is taken directly [with minimal editing] from departments’ on-line strategic plans as of July 22, 2010. It is, first of all, a record of accomplishment for departments for the academic year 2009/2010, based on all the strategic plan objectives and tasks. As such, it is a kind of departmental assessment. A major intent is to demonstrate how data and rational considerations make changes, what we’ve come to call “closing the loop” of data and action. Only departments that submitted end-of-year updates are included here. Additional departments will be added during the early part of Fall Semester, 2010, as departments complete their end-of-year update. Examples of closing the loop should also come from other areas that are not featured in the strategic plan.

Academic Success Center

Objective 2.1” To improve tutors’ communication skills

Group and individual, one on one, tutor training has been implemented 2009/2010. It was highly successful and well received but needs to be refined. (by Barbra Moss on 05/20/2010)

Objective 2.2: To aid students with their writing and math skills in a meaningful manner

We believe that through our improved hiring process, we have attracted quality tutors. Through our tutor training sessions we have provided tutors with the knowledge they need to more effectively tutor. (by Barbra Moss on 05/20/2010)

Objective 3.1: To establish basic skill level for writing tutors.

All tutors that were hired for 2010 had successfully completed ENG 102. Five of the new hires have master's degrees. Even with this level of education, training specific to the skills needed in the ASC is imperative. This training is the focus of the one-on-one training sessions held the first two weeks of the semester. (by Barbra Moss on 05/20/2010)

Objective 3.2: To establish basic skill level for math tutors

With the help of the Chair of the Math Department, we have been able to hire math tutors who have met this indicator. i.e., by completion of MATH 120 with instructor's recommendation Barbra. Moss on 05/20/2010)

Admissions, Advising, Career Center

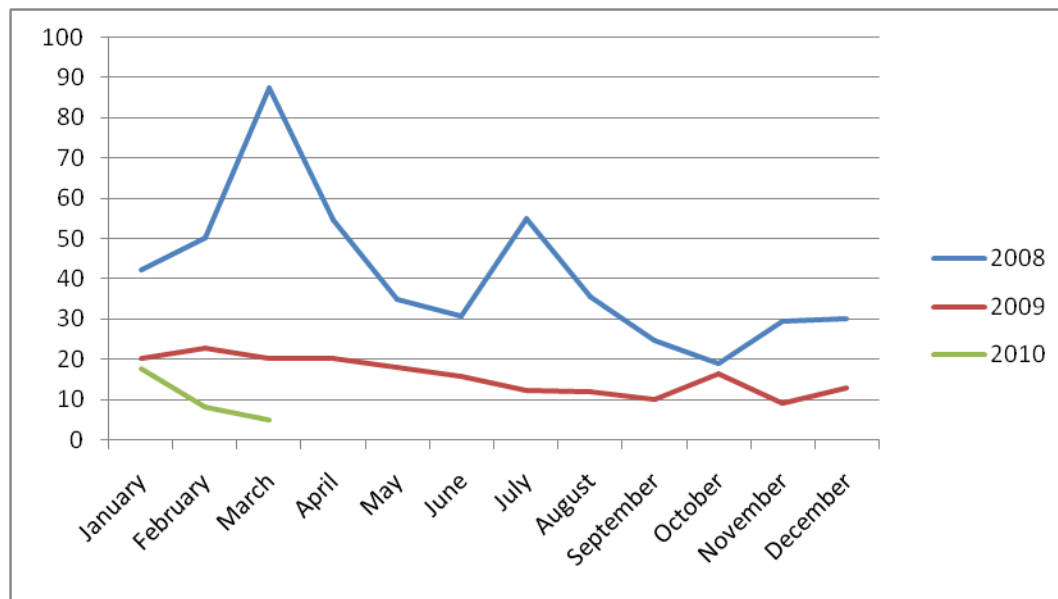
Secure funding and hire an additional advisor. (Changed Task)

Secure funding and hire an additional counselor. (changed by **Keitha Donovan on 02/03/2010**)

Comment: An advisor position is needed more than a counseling position (**by Keitha Donovan on 02/03/2010**)

Admissions & Records

The system for recording transcript processing time is in place and from now on will be kept up. It was clear that, through training within the department and utilizing an individual outside of Admissions & Records to help out, Admissions & Records has substantially improved the turn-around time for transcript evaluation. (**by Janice King on 03/26/2010**) [Note: The chart below gives the monthly averages for the number of days required process incoming transcripts for 2008 and 2009 with the first months of 2010. Data below shows that training and help made a difference].



BAIS

Task 2.1.1: Create program website.

Program website was created January 2010. (by Marsha Holford on 05/19/2010)

Task 2.1.2: Create faculty websites for linking to program website.

Faculty websites are now linked to the program website.

Buildings & Grounds

1.2.1 Task: Utilize and improve work order system. (Currently initiated.) Have improved turn around times on all work orders. Have started to charge the cost of materials to individual departments for material that is above and beyond general repair or preventative maintenance, such as new cabinets, added built in shelving., etc. **(by Russ Hammons on 04/13/2010)** [Note: Improvement determined by reductions in the number of pending work orders.]

Task 2.1.1 Update and monitor software controls Have contracted ATC (automated temperature control) to provide software to link all controls to all facilities that use the "Delta" controls system. This will allow Buildings and Grounds staff with appropriate password to monitor and change set points, etc. to all facilities from any computer linked to the internet. **(by Russ Hammons on 04/13/2010)** [Would be great to know how this has improved comfort (if possible to measure) and reduced cost.]

Objective 2.2: Use environmentally safe cleaning products. We have gone to recycled paper products and are using citrus cleaners where applicable. Vendors have been notified of our intent of going green. **(by Russ Hammons on 11/23/2009)**

Objective 2.3: Use environmentally recommended practices, particularly recycling. Cardboard is currently being recycled. There has been contact through the Earth committee of possible location for other products to be recycled. All batteries, oil and antifreeze is also being recycled at this point. **(by Russ Hammons on 11/23/2009)**

Business Dept and BAS

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Objective 2.1: Acquire more full-time and part-time faculty members. Full-time, tenure track MGT/MKT instructor hired and on-board Spring 2010 (Dr. Thomas Matula). Two new adjuncts hired for Spring 2010: Ryan Jefferson for ACC 261; Heather Steel to teach two BUS 110 1-credit courses. (by Beatrice Wallace on 01/28/2010)

Objective 4.1 Explore the feasibility of IACBE Accreditation. Glen Tenney attended a conference in November of 2009. Considering the costs involved, it is not clear that pursuing accreditation would be advantageous. At this time we are only exploring the feasibility of seeking accreditation. (by Glen Tenney on 01/20/2010) [Note: Originally the objective was to “seek IACBE Accreditation.”]

Objective 5.1: Promote Professional Development. Dr. Thomas Matula will attend "Train the Trainer" conference in Reno in February 2010. (by Beatrice Wallace on 01/28/2010). Dr Glen Tenney attended IACBE Western Regional Conference 11/20/09 (by Delores Whittaker on 12/03/2009)

CTE Electrical Systems Technology

Objective 1.1: Enhance curriculum and instructional delivery. [Includes studying the effectiveness, e.g., of a.m. vs. p.m. classes, different ratios of classroom to laboratory as well as relevance of curriculum.]

Ref. 1.1.3 Curriculum endorsed by Electrical Advisory Board, in it's entirety at the 13 May 2010 meeting.

Ref. 1.1.4 Electrical Advisory Board confirmed the current "classroom-to-lab" ratio is what is needed to attain the skills required for the program graduate. (by Robert Byram on 06/03/2010)

3.1.3: Write alternative energy curriculum. Pursuing Instructor's training, professional development, on Solar Installations, Summer 2010. (by Robert Byram on 06/03/2010)

Child Center

Objective 1.1 Maintain Child Center Accreditation status by meeting NAEYC criteria. Accreditation has been granted by NAEYC through 2015. (by Connie Zeller on 03/15/2010)

Continuing Education

Objective 3.1: To increase participation in ICE (Intellectual and Cultural Enrichment) and other special events.

I have been managing the ICE FaceBook page and sending e-mail invitations to students for our events. This is a very cost-effective way to advertise! (by Angie DeBraga on 01/21/2010).

Goal 5 To be ever alert to current topics of interest from which to develop new courses for the public and industry. With the success of Cowboy Poetry's Cajun theme, we have added a Cajun Zydeco dance class to the community education schedule this fall. (by Angie DeBraga on 04/05/2010)

Diesel Technology

Task 1.1.1: Enlist advisory board participation to promote interest the Diesel Technologies program through MTC scholarships program. (Created 11/09/2009). See 2010 Advisory Board minutes for evidence of advisory board participation.

Task 1.1.2: Enlist the help of the tech prep coordinator to work with local high schools. Heather has adopted the nature of the department and relates very well to the CTE student demograph. (by Rich Southard on 06/07/2010)

Task 2.1.1: Implement six mobile/wireless computer platforms so that students may access online service manuals, . . . Mobile/wireless computer platforms are officially labeled a success! All instructors and students are using the platforms as conceived. (by Rich Southard on 06/07/2010)

Task 2.1.2: Purchase new Electrical trainers/courseware compatible with modern electrical/electronic systems on today's vehicles. Were able to purchase 1/2 of the requested electrical trainers. Our hope is to integrate the

trainers into the electrics program with an outcome of providing a more vast troubleshooting environment. (by Rich Southard on 06/07/2010)

Objective 2.2: Develop distant education via internet courses. No acceptable ideas for internet courses at this time. The department will continue to search for a viable way to conduct such learning classes. (by Rich Southard on 06/07/2010)

Environmental Health Safety Security and Facilities Planning Department

Objective 1.1 Work with the Career and Technical faculty to improve their existing safety programs and to make them consistent across disciplines. (Spring Semester 2010). Faculty Senate approved during Spring 2010 faculty membership on the Campus Safety Committee will count toward committee work. This was originally proposed by CTE faculty.

Objective 1.3: Improve the safety and security of the GBC campuses.

One officer has been hired which permits the working hours to be extended so officers are now on duty 5:30 AM - 1:00 or 2:00 AM at least five days a week.

Fine Arts & Humanities

Task 1.1.4: Document and record evidence to support this process (i.e., address general education in art courses, as appropriate). Class evaluations were completed. I met with six instructors while I was in Winnemucca. Two of them are teaching general education classes. Class evaluations were completed. Syllabus collection demonstrated compliance to the gen ed. criterion being on each syllabus. (by Patty Fox)

Task 1.1.6: Evaluate adjunct instructors. On the Elko campus I have evaluated Cynthia Delaney's online Art Appreciation class. I have also evaluated Paul Stimac's ceramic (Art 111) class. I met with Annabet Muceus, Tom Buckman, Kim Rust, Andy Anderson, Stuart Sofield and Abby Penney while I was in Winnemucca. I toured the high school, junior high school, the public library and the GBC classrooms while I was there. Stuart Scofield presented a slide show from his class. It was very well done. I did formal evaluations of Gail Rappa and Mona Whalen during Fall semester. I do plan to evaluate Cynthia Delaney's online Art Appreciation class and Paul Stimac's ceramic class this semester. (by Patty Fox)

Objective 3.2 To upgrade the GBC Art Gallery in Elko. We are working on the idea of moving the gallery to the new cafeteria. This idea has been discussed but not approved yet. Gail Rappa and I have been looking at some options for a hanging system which can be purchased and then placed in the new cafeteria area for exhibits.

AAS Nursing

Task 1.1.1: Syllabi template completed and all courses converted over to standardized format.

Task 1.1.2 Program outcomes provided to Lisa Frazier in order to automatically link program outcomes to web portion of AAS courses.

Task 1.1.3 Essential skills and critical behaviors updated using current National Council and Nevada State Board of Nursing Guidelines, Quality and Safety Education for Nurses KSA's and TMCC input.

All of the above tasks completed.

Task 2.2.1 Update position description for AAS nursing faculty position.

Completed

Radiology Technology

Task 2.1.2 Review plan for clinical coordinator's degree process. Plan was accepted by JRCERT.

Objective 5.1 Assess program's effectiveness.

Task 5.1.1: Students will pass the ARRT certification exam on the first attempt. Benchmark is 75% for a five year average. 2008-73%, 2009-55%

Benchmark was not met for either year. We have implemented some changes which is available on the Program Effectiveness Chart under Goal 5. We are waiting to see if the changes met the need. (by Mary Doucette on 06/03/2010)

Task 5.1.2: Of the students seeking employment, those students will be employed within six months of graduation. 2008-10/11 91%, 2009-6/7 85%

Sending out student survey to make this more defined. Survey has been developed and will be sent out to all graduated students.

Task 5.1.3: Students will be qualified radiographers upon completion of the GBC program. We are using the employer survey, question #3 to access this. We have sent out a survey in 2009. The result was 100% [employer agreement that graduates are qualified]. We have reviewed the survey and are sending out again for 2010. Task

5.1.4: Students will complete the program. The benchmark is 75%.

2006-2008 10/11 92%

2007-2009 10/11 92%

2008-2010 13/13 100%

2009-2011 10/12 83%

Task 5.1.5: Students will be satisfied with the AAS in RT program upon completion of the program. We just finished creating the survey and plan to send it out over the summer to all students who have graduated so far. The benchmark is 75%. This is new for us.

IAV

Objective 1.1: Improve Elko IAV facilitator and regional center support staff operational skills. Two general meetings held in Fall and Spring Semester 2009-2010 with local and regional center IAV support staff were conducted. (by Robert Hannu on 04/28/2010)

Task 1.2.1: Provide in-service sessions each semester to faculty at all campuses, related to new IAV classroom technology. Two separate training sessions with all campuses were held during the Fall and Spring semester In-service week, plus several one-on-one orientation sessions with new faculty.

Task 1.2.2: Evaluate new presentation systems and submit equipment requests for implementation annually. Advised Nursing and ABE/ESL programs on purchase of SmartBoard technology.

Library

Task 1.1.2 Increase [library staff] classroom presentations by 30%. Classroom presentations increased over 30% Focused Research interviews increased by 189% Fall 2009=92 Spring 2010=266 (by David Ellefsen on 05/07/2010)

Science

Task 1.1.1 : Subdivide department into discipline specific groups, including, agriculture, Biology, Chemistry, Geology, Physics. Each group will compare and contrast our curriculum offerings with other institutions. After reviewing our curriculum offerings with other NSHE institutions and institutions outside of Nevada, we discovered several of our courses need additional pre-reqs. This semester we are working on updating our pre-reqs to aid in student success. (by Carrie Bruno on 02/02/2010)

Task 1.1.3: Interface with each department and or program within Great Basin and examine our effectiveness in meeting the needs of our students. Although we don't have an official upper division long term schedule in the

Strategic planning is a systematic process, through which an organization agrees—and builds commitment among key stakeholders—to priorities which are essential to its mission and responsive to the environment. DRAFT, August 5, 2010

Science Department, the unofficial upper division rotation seems to be working well for advising and the BA programs (secondary ed and BAIS RM) (by Carrie Bruno on 02/02/2010)

Objective 2.2: Assign each adjunct faculty member a supervising faculty member to assist in the instructional process helping to insure quality of instruction, maintenance of academic standards. Mira Kurka is working with Carrie B. regarding ENV 100. She often consults David F. or Carrie B. regarding CHEM 100. Carrie Shultz is working with Carrie B. regarding ENV 100. Natasha Dallin is working with David F. for BIOL 190 lab. (by Carrie Bruno on 02/02/2010)

3.2.1: Establish liaisons to other programs such as Secondary Education. David F. is working with the Secondary Education Program. Tracy S., Pete B. and Carrie B are working with the BAIS RM program.

Social Science

Objective 1.1: Create Individual Faculty and Social Science Department Website. 75% of the department faculty have websites. The department website is complete and has been activated (link created) through the "Directories" website. (by Marsha Holford on 05/19/2010)

Task 1.2.2: Invite adjunct faculty to department meetings; encourage adjunct faculty to attend in-service activities and College events. Spring 2010 Social Sciences Department meetings were held via Interactive Video. Meeting agendas were sent to all Department adjunct faculty one week prior to the meeting date. Regular attendees included adjunct faculty from Elko, Pahrump, and Winnemucca. Meeting dates and room locations at all of the IAV sites were posted on the website. (by Marsha Holford on 05/19/2010)

Task 1.2.3 Post on website adjunct faculty bios and photos. Adjunct faculty will be reminded through a June 1st letter that they can create their own web-pages that will be linked to the department webpage. Instructions will be provided in the letter.

Task 1.2.4: Send survey to adjunct faculty in department for feedback on communication and interaction between adjunct and full-time faculty. 50% completion by Spring 2010; Interim Survey Fall 2010; and Second Survey Fall 2014.

Appendix B

A strategic plan is valuable because:

- ✓ It forces an institution or department to focus on the essential work of the organization;
- ✓ As a corollary, it provides a warning light when college activities go beyond established mission and goals;
- ✓ A functional strategic plan helps to persuade NSHE, accrediting agencies, possible grant funders, etc., that we know what we're doing;
- ✓ The plan serves as a spur to get jobs done;
- ✓ A fully updated plan serves as a convenient and useful history of accomplishments;
- ✓ Most important, services to students and communities are enhanced.

A strategic plan is not etched in stone, it is flexible:

- ✓ Deadlines may be altered;
- ✓ Lack of resources may affect progress;
- ✓ Too many objectives/action plans may force a department or institution to pull back;
- ✓ An objective may be discarded because it is no longer a priority;
- ✓ A major objective (or goal) may be added in the middle of a planning cycle (e.g., extend service to Nye County).

Additional Concepts

1. Integrate mission, goals, activities;
2. Utilize environmental data, internal and external;
3. Have the full support of top leadership of the College;
4. Involve a representative group of college stakeholders;
5. Make strategic planning generate ideas and insights, as well as thoughtful reconsideration of existing goals and activities;
6. Determine priorities, specific action plans, and time tables for accomplishment;
7. Be published;
8. Institutionalize systematic and on-going planning and assessment.