

Educational Master Plan

Based on EMP revised in 2012 (revision approved May 18, 2012 by Team A)

Goal / Action Step	Assignments Fall 2015					Status
	Responsibility	Committee	Timeline for Ongoing Activities: Initiation	Timeline for One-Time Activities: Completion	Measures	
Strategic Goal 1. Student Awareness, Access, Persistence, and Success						(Not an action item)
Outcome Measures for Strategic Goal 1					Student Diversity Indicators Program Offerings and Satisfaction Scorecard Persistence Rate Student Retention Rate Scorecard 30 Unit Rate	
1.1. Awareness. Improve Awareness of GCCD Resources with Increased and Effective Internal and External Communication.						(Not an action item)
1.1.1. Increase external communication with prospective students and community residents, organizations, government, and businesses.	Superintendent/ President	Campus Executive				(Not an action item)
This strategic initiative requires the continuing the efforts of the President's Office to organize visibility within the community and develop a community contact database with routine follow-up and information sharing.	Superintendent/ President	Campus Executive				(Not an action item)
a. GCC will communicate the value of college programs and services to students and the community through participation in civic activities, collaborations with business and community groups, electronic newsletters, etc.	Superintendent/ President	Student Affairs				Ongoing, Initiated
b. Implement the newly established policy for consistent branding of GCCD with common themes for the logos for the Verdugo Campus, Garfield Campus, and PDC; consistent use of GCCD colors; listing of all locations on marketing materials and letterhead.	Public Information Officer	Student Affairs				Ongoing, Initiated
1.1.2. Communicate with K-12 to ensure that high school counselors and students perceive GCCD as a desirable higher education option.	VP Student Services	Student Affairs				Ongoing, Initiated
1.1.3. Increase internal communication with students to improve access to GCCD resources.	VP Student Services	Student Affairs				Ongoing, Initiated
a. Evaluate the effectiveness of the new GCCD website to provide user-friendly information successfully.	VP Administrative Services	Administrative Affairs				Ongoing, Not Initiated
b. Improve student access to and awareness of all Student Services.	VP Student Services	Student Affairs				Ongoing, Initiated
d. Improve on-campus signage.	VP Administrative Services	Administrative Affairs				Ongoing, Initiated
1.1.4. Increase internal communication with faculty and staff to improve awareness of services available to students.	VP Student Services	Student Affairs				
a. Offer orientation programs for new hires – full-time and part-time faculty (credit and noncredit), classified staff, and administrators (e.g., offering staff development credit to faculty who go through online orientation). (Note: Action Plan 2 reinforces this action.)	AVP Human Resources	Campus Executive				
b. Provide ongoing updates of services available to students through emails, e-newsletters, and workshops for faculty and staff.	VP Student Services	Student Affairs				Ongoing, Initiated
1.2. Access. Increase Student Access by Developing Strategies and Systems to Improve Student Articulation, Assessment, and Basic Skills Preparedness for Both Credit and Noncredit Students.						(Not an action item)
1.2.1. Develop strategies and systems to improve the efficiency of student articulation from high schools and between the credit and noncredit programs.	VP Student Services	Student Affairs				Ongoing, Not Initiated
a. Review and implement the articulation policy with high schools.	VP Instructional Services	Academic Affairs				
b. Evaluate and continue successful programs as appropriate (e.g., English Collaborative, ESL).	VP Instructional Services	Academic Affairs				Ongoing, Initiated
c. Provide "pathways" for Transfer and CTE students (e.g., 2+2+2).	VP Instructional Services	Academic Affairs				Ongoing, Initiated
d. Evaluate course prerequisites.	VP Instructional Services	Academic Affairs				Ongoing, Initiated
1.2.2. Develop strategies to better accommodate the needs of incoming students.	VP Student Services	Student Affairs				
a. Continually document, empirically assess, and deliver those Student Services that promote student success.	VP Student Services	Student Affairs				Ongoing, Initiated
b. Investigate alternative instructional delivery mechanisms – online, schedule (days of week, meeting times), etc. (Note: This action step relates to Goal 4 on "Fiscal Diversity and Stability" and the role of the Enrollment Management Committee.)	VP Instructional Services	Academic Affairs				Ongoing, Initiated

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1.2.3. Improve the Matriculation process by implementing one or more of the following initiatives:	VP Student Services	Student Affairs				(Not an action item)
a. Incentivize or require Orientation.	VP Student Services	Student Affairs				One-Time, Not Initiated
b. Incentivize or require Counseling on the Verdugo Campus.	VP Student Services	Student Affairs				One-Time, Not Initiated
c. Increase the number of credit students with SEPs.	VP Student Services	Student Affairs				Ongoing, Initiated
d. Increase the number of noncredit students with SEPs	VP Student Services	Student Affairs				
e. Assess the feasibility of redeploying Counselors from the Verdugo Campus during the middle of the semesters to assist in the development of SEPs for noncredit students at the Garfield Campus; on the basis of the feasibility analysis, implement recommended actions	VP Student Services	Student Affairs				
1.2.4. Improve Basic Skills preparedness	VP Instructional Services	Academic Affairs				Ongoing, Initiated
Decide optimal action steps to:						(Not an action item)
b. Train faculty and staff to improve their understanding of basic skills issues and increase their involvement in addressing those issues.	VP Instructional Services	Academic Affairs				
c. Increase the availability of Basic Skills courses.	VP Instructional Services	Academic Affairs				Ongoing, Initiated
d. Explore the incorporation of basic skills into course curriculum (e.g., the incorporation of ESL and Vocational ESL (VESL) into CTE programs, contextualized learning, etc.).	VP Instructional Services	Academic Affairs				
e. Design and implement a coordinated and integrated Basic Skills program that is fiscally sustainable and incorporated as foundation skills supportive of the overall curriculum.	VP Instructional Services	Academic Affairs				
1.2.5. Remove barriers to access	VP Student Services	Student Affairs				Ongoing, Initiated
a. Provide technical support for literacy, ESL, and immigrant students to facilitate the online application and registration processes.	VP Student Services	Student Affairs				Ongoing, Initiated
b. Investigate the criteria to establish residency for noncredit and AB540 students (including one year of current continuous coursework in noncredit); at a minimum, petition the Office of the Chancellor of the California Community College (CCC) system to provide the ability to use one year of coursework in noncredit as one of the criteria to establish residency for credit programs (explore petitioning in collaboration with other CCDs that offer both credit and noncredit programs in California, such as the San Francisco Community College District (SFCCD)).	VP Student Services	Student Affairs				One-Time, Completed
c. Provide Student Services from Financial Aid, EOPS, Assessment, the Center for Students with Disabilities, the Library, and Counseling for noncredit students at the Garfield Campus.	VP Student Services	Student Affairs				Ongoing, Initiated
d. Determine which student services are currently available on the Verdugo Campus to noncredit students and work to expand delivery of services to noncredit students.	VP Student Services	Student Affairs				One-Time, Initiated
1.3. Persistence and Success. Increase Credit and Noncredit Student Persistence and Success						(Not an action item)
1.3.1. Remove barriers to student success	VP Student Services	Student Affairs				Ongoing, Initiated
· Provide financial information to parents and students.	VP Student Services	Student Affairs				Ongoing, Initiated
· Provide financial management information in Student Development courses.	VP Student Services	Student Affairs				One-Time, Not Initiated
· Expand College Emergency Book Loan Program.	VP Student Services	Student Affairs				One-Time, Not Initiated
· Provide staff development on how to help students save money (e.g., open educational resources, alternative textbook resources)	???					Ongoing, Initiated
· Evaluate GCCD's policy of not currently accepting placement tests from other schools.	VP Instructional Services	Academic Affairs				
· Put the credit ESL credit placement test online.	VP Instructional Services	Academic Affairs				One-Time, Completed
· Develop and implement a reading assessment	VP Instructional Services	Academic Affairs				One-Time, Not Initiated
· Increase the number and variety of assessment tests provided on Garfield Campus	VP Instructional Services	Academic Affairs				
· Implement systems to facilitate easier transition into credit programs, including noncredit to credit transition.	VP Instructional Services	Student Affairs				Ongoing, Initiated

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· Review procedures for evaluating transcripts for students getting credit for courses from other institutions	VP Student Services	Student Affairs				One-Time, Not Initiated
· Address the issues with the implementation of block scheduling.	VP Instructional Services	Academic Affairs				Ongoing, Initiated
· Use degree audit to forecast course needs.	VP Instructional Services	Academic Affairs				Ongoing, Initiated
· Provide scheduling that reflects student and prospective students' needs	VP Instructional Services	Academic Affairs				
· Develop a policy for addressing repeatability of noncredit courses.	VP Instructional Services	Academic Affairs				
· Evaluate the policy for the repeatability of credit courses and how students get priority registration for those courses.	VP Instructional Services	Academic Affairs				One-Time, Completed
· Develop goals for student persistence	VP Instructional Services	(Not Student Affairs)				Ongoing, Initiated
· Evaluate and revise policies and practices on academic dismissal and probation, including counseling for students on probation, intervention at onset of probation, and the use of PeopleSoft.	VP Student Services	Student Affairs				One-Time, Initiated
· Increase student and faculty awareness of drop and withdrawal policies.	VP Student Services	Student Affairs				One-Time, Not Initiated
· Address the high attrition rate for first year students	VP Student Services	Student Affairs				Ongoing, Initiated
1.3.2. Improve “student life” culture on all campuses for credit and noncredit students	VP Student Services	Student Affairs				
a. Improve the GCCD environment, including:	VP Administrative Services	Administrative Affairs				(Not an action item)
· Signage	VP Administrative Services	Administrative Affairs				Ongoing, Initiated
· Campus beautification	VP Administrative Services	Administrative Affairs				Ongoing, Initiated
b. Increase student/faculty interaction.	Superintendent/President	Campus Executive				
· Pursue 75/25 goal to maintain student/faculty interaction	Superintendent/President	Campus Executive				Ongoing, Initiated
· Despite the Faculty Obligation Number (FON) restriction, Increase full-time faculty for noncredit	VP Instructional Services	Campus Executive				Ongoing, Initiated
Strategic Goal 2. Economic and Workforce Development						(Not an action item)
Outcome Measures for Strategic Goal 2					Scorecard CTE Rate CTE Technical Skill Attainment Rate CTE Employment Rate	
2.1. Centralize the Planning, Development, and Coordination of Economic & Workforce Development Activities, Programs, and Services Throughout GCCD.						Ongoing, Initiated
2.1.1. Establish an Office of Economic & Workforce Development	Superintendent/President	Campus Executive				Ongoing, Initiated
2.1.2. Develop a marketing function to increase GCCD’s contract education opportunities	VP Instructional Services	Academic Affairs				
2.1.3. Merge the existing processes throughout GCCD into one formal governance process	VP Instructional Services	Academic Affairs				
· Evaluate the current and future needs of the economic and workforce development community so that GCCD programs are current and future-focused	VP Instructional Services	Academic Affairs				Ongoing, Initiated
· Ensure that new programs build around our strengths and sectors that are growing in the local economy	VP Instructional Services	Academic Affairs				Ongoing, Initiated

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· Determine the potential return on investment for programs (elaborated further in Strategic Goal 4, "Enrollment Management")	VP Instructional Services	Academic Affairs				
· Explore potential for contract education offerings with area businesses	VP Instructional Services	Academic Affairs				
· Ensure that the "sunset-enhancement" policy criteria are uniformly applied and the results are tied to the budget process	VP Instructional Services	Academic Affairs				Ongoing, Initiated
2.2 Grant-writing function (refer to Goal 4.4.1)						(Not an action item)
Develop a GCCD-wide grant writing and administration capacity with particular attention to available funding for economic and workforce development programs in community colleges	Superintendent/President					Ongoing, Initiated
Strategic Goal 3. Instructional Programs and Student Services						(Not an action item)
Outcome Measures for Strategic Goal 3					Successful Course Completion Rate	
					Scorecard Remedial Progress Rates	
					Scorecard CDCP Rate	
					Institutional Learning Outcomes	
					Innovative Learning Experiences	
					Scorecard Completion Rate	
					Transfer Rate	
					Number of Transfers	
					Degree Completions	
					Certificate Completions	
3.1 Implement Empirically-Based Planning and Decision-making						Ongoing, Initiated
3.1.1. Internal scheduling and programming decision-making	VP Instructional Services	Academic Affairs				
a. Scheduling should respond to data (refer to Strategic Goal 1 regarding importance of SEPs).	VP Instructional Services	Academic Affairs				Ongoing, Initiated
b. Develop and implement a plan to bring teaching and counseling faculty together to understand SEPs and how to use the available information more effectively for planning curriculum, scheduling courses, and ensuring student success	VP Instructional Services, VP Student Services	Enrollment Management				One-Time, Not Initiated
c. Define GCCD's core programming based on empirical evidence, SLOs, and other quantitative and observational data, and assess potential impact on programs before offerings are reduced in size and scope (e.g., summer session)	VP Instructional Services	Academic Affairs				Ongoing, Initiated
d. Analyze available data and follow-up with international and non-resident students to understand why the number of international students has declined and what strategies or offerings might entice them to attend GCCD	VP Instructional Services	Academic Affairs				Ongoing, Initiated
e. Explore, develop, assess, implement, and monitor innovative teaching/learning based on program review data	VP Instructional Services	Academic Affairs				
· Faculty Center for Learning and Teaching	VP Instructional Services	Academic Affairs				Ongoing, Initiated
· Academic support programs and centers	VP Instructional Services	Academic Affairs				Ongoing, Initiated
· Supplemental instruction	VP Instructional Services	Academic Affairs				Ongoing, Initiated
· Revisit the implementation and institutionalization of coaching/mentoring/collaborative learning model	VP Instructional Services	Academic Affairs				Ongoing, Initiated
· Assess resource allocation to maximize student success	VP Instructional Services	Academic Affairs				
· Educate faculty on Core Competencies	VP Instructional Services	Academic Affairs				Ongoing, Initiated
3.1.2. Solicit and consider community trends and needs in decision-making	Superintendent/President	Campus Executive				Ongoing, Initiated
a. Analyze and respond to demographic trends and results from community surveys and/or forums to inform college decision-making	Superintendent/President	Campus Executive				Ongoing, Initiated

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3.2 Improve and Increase the Use of SEPs and PeopleSoft for Instructional Planning (Note: Strategic Goal 1 outlines the importance of SEPs from a student success perspective. Strategic Goal 3 focuses on the use of SEPs from a faculty, scheduling, and planning perspective.)						Ongoing, Initiated
3.2.2. Use of PeopleSoft for SEPs and Instructional Planning	VP Instructional Services, VP Student Services	Enrollment Management				Ongoing, Initiated
a. PeopleSoft. Build on, expand, and apply PeopleSoft capabilities to:	VP Administrative Services	Administrative Affairs				Ongoing, Initiated
· Enable online building of SEPs	VP Instructional Services, VP Student Services	Administrative Affairs				Ongoing, Initiated
· Improve information available to Division Chairs through PeopleSoft for scheduling, programming, workload management, etc.	VP Instructional Services, VP Student Services	Administrative Affairs				Ongoing, Initiated
· Identify the best way to apply PeopleSoft capabilities to planning	VP Instructional Services, VP Student Services					Ongoing, Initiated
· Train faculty on the use of PeopleSoft and train counseling faculty on the use of SEPs	VP Instructional Services					Ongoing, Initiated
b. SEPs. On the basis of trends identified in the SEPs:		Enrollment Management				(Not an action item)
· Identify the actual percentage and type of credit students who currently have SEPs	VP Instructional Services, VP Student Services	Enrollment Management				Ongoing, Initiated
· Increase use of SEPs for noncredit students, particularly if they have an educational goal to transition to credit courses	VP Instructional Services	Noncredit Matriculation				One-Time, Not Initiated
· Give students with SEPs priority registration	VP Instructional Services, VP Student Services	Student Affairs				One-Time, Completed
· Given priority scheduling for students who enroll in both English and Math in their freshman year	VP Instructional Services, VP Student Services	Student Affairs				One-Time, Not Initiated
3.3 Strengthen Interface between Student Services and Instructional Services						One-Time, Not Initiated
3.3.1. Collaboration and Prioritization of Needs Across Instructional and Student Services	VP Instructional Services, VP Student Services	Campus Executive				(Not an action item)
a. Create a task force to increase collaboration, assess outcomes, and expand successful programs between instructional services and student services (i.e., Transfer Center, Learning Center, etc.) serving both credit and noncredit students.	VP Instructional Services, VP Student Services	Academic Affairs				One-Time, Not Initiated
· Brainstorm ways to improve understanding and communication between instructional programs and Student Services	VP Instructional Services, VP Student Services	Academic Affairs				One-Time, Not Initiated
3.3.2. Faculty Orientation	AVP Human Resources	Academic Affairs				One-Time, Not Initiated
a. Ensure orientation of new tenure track and adjunct faculty in the various aspects of student services (Note: Strategic Goal 1 reinforces this action.)	AVP Human Resources	0				One-Time, Not Initiated
3.4 Streamline Movement Through Curriculum						Ongoing, Initiated
3.4.1. Program Design and Approval	VP Instructional Services	Academic Affairs				(Not an action item)
a. Program Approval. Establish a program approval process	VP Instructional Services	Academic Affairs				One-Time, Completed
· Ensure GCCD courses and programs are relevant to and reflect student needs	VP Instructional Services	Academic Affairs				Ongoing, Initiated

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· Integrate this effort with Strategy Goal 4	VP Instructional Services	Academic Affairs				Ongoing, Not Initiated
b.Student Progression through Programs. Streamline how students progress through programs and fulfill of requirements	VP Instructional Services	Academic Affairs				Ongoing, Initiated
· Number of offerings	VP Instructional Services	Academic Affairs				Ongoing, Initiated
· Number of requirements (particularly in comparison with other area CCDs)	VP Instructional Services	Academic Affairs				Ongoing, Initiated
· Possible exemption for associate degrees	VP Instructional Services	Academic Affairs				
· Diversity of offerings	VP Instructional Services	Academic Affairs				Ongoing, Initiated
· Scheduling to meet student needs (days, time, classes, etc.)	VP Instructional Services	Academic Affairs				Ongoing, Initiated
· Cohort programs	VP Instructional Services	Academic Affairs				Ongoing, Initiated
· Incentivize students' development and maintenance of SEPs	VP Instructional Services	Academic Affairs				Ongoing, Initiated
· Reevaluate priority registration at the Main and Garfield Campuses	VP Student Services					
· Integrate this effort with Strategy Goal 4	VP Instructional Services					
3.4.2. CTE Competitive Programs in the Marketplace	VP Instructional Services	Academic Affairs				Ongoing, Not Initiated
a. CTE. Implement strategic and competitive CTE program development	VP Instructional Services	Academic Affairs				
· Evaluate the number of units in certificate programs and rate of certificates awarded	VP Instructional Services	Academic Affairs				Ongoing, Not Initiated
· Evaluate their market relevance every 3-6 years	VP Instructional Services	Academic Affairs				Ongoing, Initiated
· Assess the number of certificates to identify areas for consolidation, and to provide data for enrollment management and staffing decisions	VP Instructional Services	Academic Affairs				Ongoing, Not Initiated
· Market justification	VP Instructional Services					Ongoing, Initiated
· Community needs	VP Instructional Services					Ongoing, Initiated
· Increase contract education	VP Instructional Services					
· Integrate this effort with Strategy Goal 4	VP Instructional Services	Academic Affairs				Ongoing, Not Initiated
3.4.3. Increased Seamlessness between Noncredit and Credit Offerings and between the Verdugo Campus and Garfield Campus	VP Instructional Services	Academic Affairs				Ongoing, Initiated
a. Transition from Noncredit to Credit. Streamline transition from noncredit to credit – increase percent transferring, enable smoother transitions, and obtain baseline data	VP Instructional Services	Academic Affairs				Ongoing, Initiated
· Educate new/tenure faculty about noncredit offerings	VP Instructional Services	Academic Affairs				
· Schedule meetings between credit and noncredit faculty to address the need for a seamless transition from ESL-English, noncredit/credit Math, noncredit/credit Business, noncredit/credit English including:	VP Instructional Services	Academic Affairs				Ongoing, Initiated
· Assessment/placement – noncredit and credit ESL, English, Basic Skills, Business	VP Instructional Services					Ongoing, Initiated
· Using ID numbers to compile baseline data	VP Instructional Services					Ongoing, Initiated
· Address duplication of courses between noncredit and credit Business and English	VP Instructional Services					

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· Implement a noncredit SEP to address the need to promote credit offerings at the Garfield Campus	VP Instructional Services	Academic Affairs				
· Address the possibility of and receptivity to offering credit and noncredit on both campuses	VP Instructional Services	Academic Affairs				
· Expand "college prep" noncredit course, incorporating financial aid and scheduling priority incentives	VP Instructional Services	Academic Affairs				
· Address the possibility of faculty teaching credit and noncredit interchangeably	VP Instructional Services	Academic Affairs				
· Address work load	VP Instructional Services					Ongoing, Initiated
· Evaluate the organization of student services across credit and noncredit	VP Instructional Services					Ongoing, Initiated
· Integrate this effort with Strategy Goal 4	VP Instructional Services	Academic Affairs				Ongoing, Not Initiated
b. Noncredit programs and offerings and the Garfield Campus.	VP Instructional Services	Academic Affairs				(Not an action item)
· Explore how to meet the Garfield Campus's need for a library	VP Instructional Services	Academic Affairs				One-Time, Completed
· Encourage credit offerings for students at the Garfield Campus	VP Instructional Services	Academic Affairs				Ongoing, Initiated
· Identify feasibility of offering financial aid for noncredit students	VP Instructional Services	Academic Affairs				
3.5 Integrated Information and Instructional Technology for both Instruction and Student Services						Ongoing, Initiated
3.5.1. Technology Planning and Faculty Skill Updating	VP Administrative Services	Administrative Affairs				Ongoing, Initiated
a. Technology Processes. Develop and implement processes for:	VP Administrative Services	Administrative Affairs				(Not an action item)
· Developing an enhancement and replacement plan for computers	VP Administrative Services	Administrative Affairs				Ongoing, Initiated
· Identifying and reviewing new instructional technologies	VP Administrative Services	Administrative Affairs				Ongoing, Initiated
· Delivering comprehensive training for information and instructional technology	VP Administrative Services	Administrative Affairs				
· Sharing best practices and lessons learned across campuses	VP Administrative Services	Administrative Affairs				
· Identifying costs and funding mechanisms for technological enhancements	VP Administrative Services	Administrative Affairs				One-Time, Initiated
b. Technology Infrastructure and Classrooms. Assess the need for, costs, and funding mechanisms; provide enhanced technological resources to faculty and students, including:	VP Administrative Services	Administrative Affairs				Ongoing, Initiated
· Appropriate workspace for teaching and learning	VP Administrative Services	Administrative Affairs				Ongoing, Initiated
· Smart classrooms (e.g., smart boards, lecture captures, document cameras, clickers, etc.)	VP Administrative Services	Administrative Affairs				Ongoing, Initiated
· Wireless access	VP Administrative Services	Administrative Affairs				Ongoing, Initiated
· Virtual desktop	VP Administrative Services	Administrative Affairs				Ongoing, Initiated
· IT support	VP Administrative Services	Administrative Affairs				Ongoing, Initiated
· Use of Skype and other Internet tools for student counseling or faculty advising	VP Administrative Services	Administrative Affairs				Ongoing, Initiated
· Garfield Campus – Bandwidth, Hardware, and Software	VP Administrative Services	Administrative Affairs				

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c. Funding for Technology. Ensure that technology processes are linked to appropriate budget allocations, taking into consideration both the Verdugo Campus and Garfield Campus needs	VP Administrative Services	CCCC				One-Time, Initiated
d. Faculty Skill Updating. Provide incentives and opportunities for faculty to update their skills	VP Instructional Services	Academic Affairs				
· IT support	VP Instructional Services	Academic Affairs				
· Funding for training of Information and Instructional Technology support staff	VP Instructional Services	Academic Affairs				
· Facilities (e.g., conference room in SF 100)	VP Instructional Services	Academic Affairs				
· Teaching and Learning Center	VP Instructional Services	Academic Affairs				
· Flex credit for training	VP Instructional Services	Academic Affairs				One-Time, Completed
3.5.2. Innovative Learning for 21st Century Students and Faculty	VP Instructional Services	Academic Affairs				(Not an action item)
a. The College will support the faculty with resources necessary for faculty to explore and implement innovative methods to effectively address the evolving pedagogical needs of students served by the college.	VP Instructional Services	Academic Affairs				Ongoing, Initiated
Institutional support for the Faculty Center for Learning and Teaching	VP Instructional Services					(Not an action item)
· Provide institutional support for the Faculty Center for Learning and Teaching	VP Instructional Services	Academic Affairs				
· Sustain on-going Staff Development workshops to address pedagogical issues that the faculty has identified as critical for the students that we serve	VP Instructional Services	Academic Affairs				
· Implement an annual learning caucus to discuss and act on the assessment of student learning and student learning needs, both within divisions and cross-divisionally of both instructional and student services	VP Instructional Services	Academic Affairs				Ongoing, Not Initiated
· Encourage further development of innovative curriculum and pedagogy that fosters the development and assessment of students' achievement of the college's core competencies:	VP Instructional Services	Academic Affairs				Ongoing, Initiated
· Communication						(Not an action item)
· Mathematical competency/quantitative reasoning						(Not an action item)
· Information competency						(Not an action item)
· Critical thinking						(Not an action item)
· Global awareness						(Not an action item)
· Personal responsibility						(Not an action item)
· Application of knowledge						(Not an action item)
· Provide learning space, furniture and technical equipment that enable faculty and students to work together collaboratively	VP Instructional Services	Academic Affairs				One-Time, Completed
· Encourage a paperless approach to assignment submission and grading	VP Instructional Services	Academic Affairs				
b. Implement the strategic plan to ensure high-quality instruction that may be provided via computer-assisted learning for distance, hybrid, or in-class instruction and at the course, program, certificate, and degree levels.	VP Instructional Services	Academic Affairs				Ongoing, Initiated
· Continually explore creative and innovative teaching strategies that result in desired student outcomes	VP Instructional Services	Academic Affairs				Ongoing, Initiated
· Assess the existing learning space (classroom layout, furniture, etc.) to foster learning and all pedagogical frameworks	VP Instructional Services	Academic Affairs				Ongoing, Initiated
· Assess available infrastructure (facilities, equipment, staff, etc)	VP Instructional Services	Academic Affairs				Ongoing, Initiated
· Integrate with all other program-delivery methods and plans (traditional, weekend college, evening college, etc.)	VP Instructional Services	Academic Affairs				
· Investigate the use of online and distance learning for international course delivery	VP Instructional Services	Academic Affairs				

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· Apply technology to verify the enrolled student is actually the individual taking the class	VP Instructional Services	Academic Affairs				One-Time, Completed
· Address faculty time obligation and what that means for hours, wages, working conditions, training, etc.	VP Instructional Services	Academic Affairs				Ongoing, Initiated
· Revisit the line of sight issue for supervision of labs and learning support activities	VP Instructional Services	Academic Affairs				One-Time, Completed
· Develop standards for what is expected of an online or hybrid instructor	VP Instructional Services	Academic Affairs				One-Time, Completed
· Provide workshops for faculty interested in teaching effectively online	VP Instructional Services					Ongoing, Initiated
· Develop and implement instructional evaluation for online and distance learning programs	VP Instructional Services					One-Time, Completed
Strategic Goal 4. Fiscal Stability and Diversification (Enrollment Management)						
Outcome Measures for Strategic Goal 4					Funded FTES Reserve GASB Post-Employment Benefits Fund	(Not an action item)
4.1 Determine how to institutionalize the Enrollment Management Committee as a part of the GCCD formal governance structure.						
4.1.1 Institutionalize the Enrollment Management Committee						
	VP Instructional Services	Academic Affairs				One-Time, Completed
4.2 Apply KH's Strategic Cost Management Model and Enhanced Enrollment Management Approaches						
4.2.1 Develop a framework for defining programs in terms of how they meet GCCD's primary, secondary, and tertiary mission. Program offerings should be mapped to correspond to the stratification of GCCD's mission.						
· The primary mission of a community college in California is to offer programs that lead toward the associate degrees, CTE certificates, or transfer to four-year colleges or universities, and, in the case of GCCD, noncredit continuing education.						(Not an action item)
· The secondary mission relates to administrative and student service support functions that are critical for achieving the primary mission.						(Not an action item)
· A tertiary mission might be those programs that pertain to life-long learning, community education, contract education, etc.						(Not an action item)
This stratification provides the relative value of programs and services to GCCD's mission.						(Not an action item)
4.2.2 Determine the relative "productivity" of programs and services. Existing program offerings and services should be measured by whatever factors GCCD's information systems will support to determine relative productivity (e.g., productivity may be measured in terms of faculty load, FTES generated, WSCHs, load, support for matriculation goals, categorical funding levels versus actual costs, etc.). KH provided a macro-overview of what types of programs at GCCD appear to generate net revenues.						
	VP Instructional Services	Student Affairs				Ongoing, Initiated
4.2.3 Stratify the programs and services in terms of their mission and net revenue. The resulting information may be displayed as a matrix to stratify program offerings, as per KH's Strategic Cost Management matrix. The outcome of this analysis is the identification of marginal performers, which drain GCCD resources without generating a corresponding return vis-à-vis GCCD's mission. The implication is not that all marginal performers are candidates for discontinuance. Rather, GCCD may explore ways to combine these programs with stronger counterparts, such as through a combination of small and larger departments, to retain the program offering. If additional revenues are available, GCCD can invest such funds as seed money for new programs.						
	VP Instructional Services	Student Affairs				One-Time, Not Initiated
4.2.4 Develop a strategy on how to improve continually the performance of programs and services vis-à-vis KH's Strategic Cost Management matrix. Share result of the analysis with the involved internal stakeholders and engage them in developing strategies for potential improvements to close the gaps. Some of the ideas KH discussed to help improve effectiveness and efficiency of program and service delivery are:						
· Rapid reengineering of business processes, including common forms and systems						(Not an action item)
· Delegated responsibility						(Not an action item)

Goal / Action Step	Responsibility	Committee	Timeline for Ongoing Activities: Initiation	Timeline for One-Time Activities: Completion	Measures	Status
· Elimination of the cost of mistrust – compliance and audit costs						(Not an action item)
· Target unneeded subsidies						(Not an action item)
· Investment in areas that matter						(Not an action item)
· Consolidation of programs, courses, and services						(Not an action item)
· Community and users' input regarding choices						(Not an action item)
· Objective assessment (e.g., Program Reviews)						(Not an action item)
· Performance measurements – different responses based on performance						(Not an action item)
· Increased flexibility in return for accountability						(Not an action item)
· Better or increased use of technology						(Not an action item)
· Simplification – elimination of unnecessary bureaucracy						(Not an action item)
4.2.5 Streamline the program review and approval process. This action step relates to Strategy Goal 3 in terms of defining the core program and optimal way for students to progress through the curriculum in a timely manner. The process should adhere to community colleges' governance principles.	VP Instructional Services	Academic Affairs				
4.3 Diversify Revenue Sources						(Not an action item)
4.3.1 Foundation Fundraising. Develop a strategy to improve GCCD's Foundation fund-raising levels; compare GCCD's Foundation staffing levels with other comparable institutions and establish standards regarding dollars raised per Full-Time Equivalent (FTE) Foundation staff member to determine optimal size and realistic fund-raising targets.	Superintendent/President	Campus Executive				
4.3.2 Economic and Workforce Development. Building on Strategic Goal 2, explore expansion of contract education program offerings on a fee-basis.	VP Instructional Services	Academic Affairs				
4.4 Establish a centralized, GCCD-wide grant-writing function						
4.1.1 Develop a GCCD-wide grant-writing and administration capacity to focus on funding opportunities for both economic and workforce development as well as other community college programs and services	Superintendent/President	Campus Executive				Ongoing, Initiated