Institutional Master Plan 2018-2025
Report on Progress Toward Meeting Goals
Spring 2019-04-19

Progress toward IMP goals is tracked in SharePoint at https://sp.glendale.edu/planning/Lists/imp. This report shows progress as of April 19, 2019.

> ✓ = completed;   ↗ = initiated; ✗ = not initiated

Goal A. Clarify Student Pathways	
↗ **A.1.** Create accessible pathways and meta-majors informed by data ensuring that student completion is the primary basis of course and program development.[M-1, M-2, M-3, V-2, V-3, V-4, EA-2] Vice President, Instructional Services; June 2019	
Assigned to:	Michael Ritterbrown; Thomas Voden; Kevin Meza; Richard Cortes; Tina Andersen-Wahlberg
Progress:	GP Meta Major Workgroup examined data for labor market info, major, & transfer. Program Mapping team is designing maps and coordinating crossfunctional groups for each meta major. Code Alignment Pilot Project completed w/4 CE depts in Fall 2018. The remaining 45 certificate and degree CE programs were reviewed in Spring 2019 and will expand to all instructional disciplines. 4/19/19
↗ **A.2**. Communicate pathways, meta-majors, and potential occupational and educational outcomes *internally* to credit and noncredit students and campus constituencies.[M-1, M-2, M-3, M-4, M-5, M-6, M-7, V-2, V-5, IA-2, IA-3, IA-5] Vice President, Instructional Services; ongoing	
Assigned to:	Michael Ritterbrown; Drew Sugars

Progress:	Program Mapper implementation. Innovation Grant is scaling self-service, online career exploration to all students (CareerCoach through CCCApply, PeopleSoft, & EAB) & professional development for counselors. Need GP Coordinators to launch and maintain information campaign. 4/8/19
↗ **A.3.** Communicate pathways, meta-majors, and potential occupational and educational outcomes *externally* to high school students and counselors as well as universities, workforce partners, and the community.[M-1, M-2, M-3, M-4, M-5, M-6, M-7, V-2, V-5, IA-2, IA-3, EA-4] Vice President, Student Services; ongoing	
Assigned to:	Paul Schlossman; Drew Sugars
Progress:	After meta majors established, info campaign by Outreach, Articulation Officer, Workforce Dev, & Communications Office. CE Staff (administrators and counselors) regularly meet and discuss information with internal and external stakeholders (K12 distric staff and workforce development agencies). CE counselors support SOS with specific information via presentations and exhibitions at local area high schools. Various print material, is also disseminated to regional K12 partner districts. 4/19/19
↗ **A.4.** Analyze labor market information regularly and systematically to support the development of new CTE programs meeting student and industry needs and the currency of existing CTE programs.[M-6, EA-2, EA-4] Dean of Research, Planning & Grants; June 2019	
Assigned to:	Edward Karpp; Federico Saucedo; Alfred Ramirez; Jan Young
Progress:	Garfield analyzed the LMI data and other data provided by Verdugo Job Center that highlighted the demand for pre-CE courses in Allied Health fields and consequently is developing a Medical Assistant, and Home Care Giver program. As a general practice, whenver there is interest for a new CE program, LMI data/resources and regional program outcomes (e.g. degree & certificate completers) are taken into account. Preliminary discussions center around the LMI and local/regional industry needs for programs of interest. This information is also included as part of the local C&I process. Resources such as O*NET, Centers of Excellence (COE), Economic Development Corporatin (EDC) and industry reports by LA Economic Development Corporation (LAEDC) are leveraged as programs are proposed. Various print and online resources are made available to students and community members by the CE department. The CE website is maintained current with multiple occupational resources along with printed LMI reports from organizations (e.g. LAEDC) which specialize in economic & workforce development. 4/19/19

Goal B. Facilitate Student Entry into Pathways

↗ **B.1.** Promote access by expanding outreach to prospective traditional and nontraditional students, including expansion of dual enrollment partnerships and effective use of branding. [V-3, IA-2, IA-3, EA-2, EA-3] Vice President, Student Services; ongoing

Assigned to:	Paul Schlossman; Meg Chil-Gevorkyan; Drew Sugars
Progress:	

↗ **B.2.** Enhance processes and technological tools to assist students in choosing pathways, including increased access to counseling at all locations and online. [V-3, IA-1, IA-5, EA-2, EA-5] Vice President, Student Services and Chief Information Systems Officer; December 2020

Assigned to:	Paul Schlossman; Calvin Madlock; Kevin Meza; Nahal Ghodousi
Progress:	Cranium Cafe implemented. Program Mapper implementation pending. CareerCoach implementation underway. 4/8/19

✗ **B.3.** Maximize accessibility into appropriate pathways through class scheduling and improved student awareness of scheduling patterns and pathways. [V-3, IA-1, IA-5] Vice President, Instructional Services; ongoing

Assigned to:	Michael Ritterbrown
Progress:	After pathways and meta-majors are established, we will analyze the alignment between program maps and course offerings. 4/8/2019

✗ **B.4.** Improve the effectiveness of external and internal communication about the value of college, its relationship to job and transfer opportunities, and the value of GCC programs. [M-3, M-5, M-6, IA-3, IA-5, EA-4] Vice President, Student Services; ongoing

Assigned to:	Paul Schlossman; Drew Sugars
Progress:	

↗ **B.5.** Improve course placement (e.g., multiple measures assessment, corequisite remediation, articulation from noncredit and high school) and student transition from precollege to college-level courses. [M-2, M-4, V-3, EA-2] Vice President, Student Services and Vice President, Instructional Services; ongoing

Assigned to:	Paul Schlossman; Michael Ritterbrown; Richard Cortes; Liz Russell; Sarah Schwendimann; Thomas Voden
Progress:	AB705 implementation underway. Math and English are implementing new placement systems for Fall 2019 that rely on educational background and guided placement. Curriculum changes established. Ongoing AB705 info sessions to college. Assessment counseling for Math & English. 4/8/19

Goal C. Help Students Stay on Pathways
↗ **C.1.** Explore alternative curricular methods to improve student retention and progress (e.g., backwards design, competency-based education, assessment of prior learning). [V-1, V-3, M-3] Vice President, Instructional Services; June 2019

Assigned to:	Michael Ritterbrown; Sarah Schwendimann
Progress:	

↗ **C.2.** Improve student engagement through increased support for student life at all campuses (e.g., student clubs and campus events, as well as other collaborative efforts and activities). [M-3, V-3] Vice President, Student Services; ongoing

Assigned to:	Paul Schlossman; Tzoler Oukayan; Alfred Ramirez; Ramona Barrio-Sotillo
Progress:	

↗ **C.3.** Investigate the use of and implement achievement coaches (e.g., student services technicians) to improve student retention and progress. [M-3, V-3] Vice President, Student Services; June 2019

Assigned to:	Paul Schlossman; Troy Davis; Liz Russell
Progress:	

↗ **C.4.** Improve student retention through early alert, intrusive interventions, flexibility of pathways, and improved awareness of services available to students. [V-3, IA-1, IA-5] Vice President, Student Services; June 2019

Assigned to:	Paul Schlossman; Kevin Meza; Thomas Voden
Progress:	Implementation of EAB Navigate & Campus. Revision of Student Services Handbook. Training of employees at student-facing locations in service awareness. 4/8/19

↗ **C.5.** Expand online student support services. [V-3, IA-5, EA-5] Vice President, Student Services; June 2019

Assigned to:	Paul Schlossman; Robert Hill; Troy Davis; Nahal Ghodousi

Progress:	Cranium Cafe has been implemented with limited hours. Implementation of EAB is underway. Implementation of NetTutor is complete. 4/8/2019

↗ **C.6.** Lower costs associated with being a student (e.g., Open Educational Resources, implementing the California College Promise).[EA-2]
    Vice President, Instructional Services; ongoing

Assigned to:	Michael Ritterbrown; Eric Hanson; Marian Rooney; Christina Tangalakis; Adina Lerner; Sandy Somo
Progress:	Awarded grant for OER & ZTC (professional development is ongoing). New Senate OER committee created. Master Planning Speaker Series presenter on OER/ZTC. Several info events during Spring 2019, including BoT presentation. College Promise program implemented. Financial Aid office conducts loan counseling and FAFSA workshops to inform students of their rights and responsibilities as borrowers and how to secure funding for educational costs. It is also expanding its outreach to include 6 additional weekly hours of FAFSA/CADAA support in their new FAFSA Resource Hours posted in the assessment center. The office will pilot a queueless student services system to eliminate wait times as a barrier. The office is also seeking to add a file verification system to automate (and therefore reduce time for) document completion and submission. Also seeking to automate the CCPG (BOG) application to expedite awarding of CCPG to eligible students. 4/11/2019

Goal D. Ensure Student Learning	
⤴ **D.1.** Reduce gaps in achievement, learning, and completion among student groups to ensure equity and improve outcomes.[M-3, IA-5, EA-3] Vice President, Instructional Services and Vice President, Student Services; ongoing	
Assigned to:	Michael Ritterbrown; Paul Schlossman; Yeranui Barsegyan; Robert Hill; Edward Karpp; Fabiola Torres
Progress:	DI dashboarding incorporated into program review. EEO data study underway. Climate study and scan of equity best practices to inform proposed changes to institutional processes. 4/8/19
⤴ **D.2.** Increase dialog about learning outcomes and use assessment results to ensure strong linkage to Institutional Learning Outcomes, meta-majors, and expectations of employers and transfer institutions.[M-2, M-5, M-6, M-7, V-5] Vice President, Instructional Services; December 2018	
Assigned to:	Michael Ritterbrown; Yvette Ybarra; David Yamamoto; Troy Davis
Progress:	
⤴ **D.3.** Invest in innovation and professional development for student services and instructional pedagogy (e.g., active learning, contextualized learning, project-based learning, culturally relevant pedagogy) for student engagement, learning, and retention.[V-1, V-3, V-5, M-2, M-3] Vice President, Instructional Services and Vice President, Student Services; ongoing	
Assigned to:	Michael Ritterbrown; Paul Schlossman; Lara Kartalian; Sandy Somo; Kevin Meza
Progress:	Canvas and Vision Resource Center implementation of online pro dev underway (includes active learning, GP, and equity). Budget request to expand professional development has been made for prioritization. Faculty Development Plan and Staff Development Plan link to GP workplan and IMP. 4/8/2019
⤴ **D.4.** Work with K-12, noncredit, and transfer partners to maximize matriculation, articulation, and applicability of credits.[M-2, M-5, V-3, V-4] Vice President, Instructional Services; ongoing	
Assigned to:	Michael Ritterbrown; Richard Cortes; Alfred Ramirez; Jan Young
Progress:	

↗ **D.5.** Increase effectiveness of distance education, including improving student access to it and the support of faculty in content creation, online pedagogy, alignment with statewide online education standards, and instructional design.[EA-1, EA-5] Vice President, Instructional Services; ongoing	
Assigned to:	Michael Ritterbrown; Alexa Schumacher; Julie Gamberg; Eric Hanson; Tina Andersen-Wahlberg
Progress:	DE Plan approved by CoDE, Senate, and Academic Affairs. Acquired and are training in the use of ALLY to provide more accessible materials. Continuing to align courses with OEI Rubric for courses to be offered in the exchange. Will hire an Instructional Designer in Summer or Fall. 4/11/19

	Goal E. Improve Operational Effectiveness

↗ **E.1.** Integrate enterprise systems to increase efficiency in areas such as budgeting, personnel evaluation tracking, etc.[EA-5] Executive Vice President, Administrative Affairs; December 2024

Assigned to:	Anthony Culpepper; Calvin Madlock; Valicia Dantzler
Progress:	Planning Based Cloud Service implemented. ITS fit gap analysis underway for NeoGov Perform module to track employee evaluations. Position Control System being implemented for budget accuracy. HR dept & CPS Consulting conducting classification study 4/8/2019

↗ **E.2.** Increase employee awareness of available resources and services for students so students are directed appropriately. [V-3, IA-1, IA-5] Vice President, Instructional Services and Vice President, Student Services; ongoing

Assigned to:	Michael Ritterbrown; Paul Schlossman; Anthony Culpepper; Valicia Dantzler; Lara Kartalian; Nonah Maffit; Tzoler Oukayan; Tina Andersen-Wahlberg
Progress:	CSEA input sessions conducted. Revise student services handbook and create online lesson. EAB Navigate & Campus will steer students toward resources 4/8/19

↗ **E.3.** Clarify resource allocation process and more tightly integrate the processes with planning and budgeting.[IA-4] Executive Vice President, Administrative Affairs and Dean of Research, Planning, & Grants; December 2018

Assigned to:	Anthony Culpepper; Edward Karpp; Daphne Dionisio
Progress:	To be examined during ACCJC Quality Focus Project andrevision of Planning Handbook. Discussions w/VPs about processes resulted in infographics made & collegewide distribution. 4/8/19

↗ **E.4.** Increase and improve professional development opportunities for faculty, staff, and students to develop technology skills and other topics prioritized by the Institutional Master Plan.[EA-1, EA-5] Vice President, Instructional Services; ongoing

Assigned to:	Michael Ritterbrown; Lara Kartalian; Nonah Maffit; Valicia Dantzler
Progress:	Staff Dev request for budget to be prioritized as resource request. Implementation of online professional development underway. 4/8/19

↗ **E.5.** Evaluate and maintain the currency and security of technology available to students and employees, including expanded support of BYOD ("bring your own devices").^{EA-5} Chief Information Systems Officer; ongoing	
Assigned to:	Calvin Madlock
Progress:	Update of Technology Master Plan in 2019. 4/8/2019

↗ **E.6.** Maintain and improve learning spaces in all buildings. $^{IA-4}$ Executive Vice President, Administrative Affairs; ongoing

Assigned to:	Anthony Culpepper; Michael Ritterbrown; Agnes Eguaras
Progress:	Learning Environment Enhancement committee established and addresses this. 4/8/19

↗ **E.7.** Ensure safe, student-friendly, clean, functional, and physically accessible campuses for students (e.g., signage, directories, and working with bus schedules). $^{IA-4}$ Executive Vice President, Administrative Affairs; ongoing

Assigned to:	Anthony Culpepper; Gary Montecuollo; Drew Sugars; Patrick Shahnazarian; Tina Andersen-Wahlberg
Progress:	Campus Evacuation Volunteers program underway with training. 4/8/2019

✗ **E.8.** Ensure effective implementation of automatic awards. $^{M-1, M-3}$ Vice President, Instructional Services; June 2020

Assigned to:	Michael Ritterbrown; Christina Tangalakis; Michelle Mora; Troy Davis; AS President; Tzoler Oukayan
Progress:	