

**Glendale Community College
Institutional Strategic Plan 2018-2025**

*ISP goals with asterisks are Annual Goals for 2022-2023.

Goal A. Promote and Protect Anti-Racism, Diversity, Equity, Inclusion, and Accessibility Throughout the District
* A.1. Establish ongoing instructional support including professional development to de-center supremacy and colonial narratives within curriculum, classroom materials/management, pedagogy, and environment.
* A.2. Analyze and assess student group needs and ensure college climate and infrastructure is inclusive, nurturing, informed, accessible and affirming of all student groups.
* A.3. Review institutional policy and establish ongoing professional development and student workshops for leadership related to inclusivity and equity-mindedness to ensure campus climate is inclusive, nurturing, informed, accessible and affirming to all campus members.
A.4. Review, revise and enhance GCC’s hiring, employment practices, retention and professional development to attract, retain and support a diverse workforce.
A.5. Improve campus environment with a focus on campus climate, recognizing cultural holidays, and providing accessible opportunities for the community to be informed and heard.

***Previous ISP Goal E.1.** Reduce gaps in achievement, learning, and completion among student groups to ensure equity and improve outcomes.

Goal B. Clarify Student Pathways

- B.1.** Create accessible pathways and Learning and Professional Pathways informed by data ensuring that student completion is the primary basis of course and program development.
- B.2.** Communicate pathways, Learning and Professional Pathways, and potential occupational and educational outcomes *internally* to credit and noncredit students and campus constituencies.
- B.3.** Communicate pathways, Learning and Professional Pathways, and potential occupational and educational outcomes *externally* to high school students and counselors as well as universities, workforce partners, and the community.
- *B.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.

Goal C. Facilitate Student Entry into Pathways

- C.1.** Promote access by expanding outreach to prospective traditional and nontraditional students, including expansion of dual enrollment partnerships, online outreach, and effective use of branding.
- C.2.** Enhance processes and technological tools to assist students in choosing pathways, including increased access to counseling at all locations and online.
- *C.3.** Maximize access into appropriate pathways through increased class scheduling options, modes of delivery, and improved student awareness of scheduling patterns and pathways.
- *C.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.
- C.5.** Reevaluate course placement (e.g., guided placement, corequisite remediation, articulation from noncredit and high school) and student transition from precollege to college-level courses.

Goal D. Help Students Stay on Pathways

- *D.1.** Explore alternative curricular methods to improve student retention and progress (e.g., backwards design, competency-based education, assessment of prior learning).
- *D.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).
- D.3.** Investigate the use of and implement achievement coaches (e.g., student services technicians) to improve student retention and progress.
- *D.4.** Improve student retention through early alert, intrusive interventions, flexibility of pathways, and improved awareness of services available to students
- D.5.** Expand online student support services.
- D.6.** Lower costs associated with being a student (e.g., Open Educational Resources; classroom resources; California College Promise; Center for Assistance, Resources, and Educational Success (CARES); food pantry; providing hot spots, laptops, Chromebooks, etc.).

Goal E. Ensure Student Learning

- E.1.** Increase dialog about learning outcomes and use assessment results to ensure strong linkage to Institutional Learning Outcomes, and expectations of employers and transfer institutions.
- E.2.** 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.
- E.3.** Work with K-12, noncredit, and transfer partners to maximize matriculation, articulation, and applicability of credits.
- *E.4.** 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.

Goal F. Improve Operational Effectiveness

- F.1.** Integrate enterprise systems to increase efficiency in areas such as budgeting, personnel evaluation tracking, etc.
- F.2.** Increase employee awareness of available resources and services for students so students are directed appropriately both in-person and online.
- F.3.** Clarify resource allocation process and more tightly integrate the processes with planning and budgeting.
- *F.4.** Increase and improve professional development opportunities for faculty, staff, and students to develop technology skills and other topics prioritized by the Institutional Strategic Plan.
- F.5.** Evaluate and maintain the currency and security of technology available to students and employees, including expanded support of BYOD (“bring your own devices”).
- F.6.** Maintain and improve learning spaces in all buildings.
- F.7.** Ensure safe, student-friendly, clean, functional, and physically accessible campuses for students (e.g., signage, directories, and working with bus schedules).
- F.8.** Ensure effective implementation of automatic awards.