Glendale Community College District
Board Focus Areas Recommended Changes
2023 – 2024 Academic Year

1. **Board members and the Superintendent/President will focus on policy issues related to:**

   - Support the transition to the Student-Centered Funding Formula through increased enrollment, effective enrollment management, student equity and retention strategies, strategic marketing, and enhanced outreach.

   i. Implement the Strategic Enrollment Management Plan developed in collaboration with instruction and student services.
   ii. Continue implementation and growth of the Promise Plus program.
   iii. Implement marketing plan, including strategic marketing for Latino student populations lost during the pandemic.
   iv. Increase earned media through events and activities planned throughout the year that promote the College and its successes.
   v. Implement student-facing Guided Pathways elements including increased prominence of success teams and the Program Mapper in the new college website.
   vi. Expand outreach to the "Empirically Defined Service Area," including hosting of community and educational leaders on campus(es) and the utilization of the Science Outreach Center to enhance partnerships and engagement with K-12 partners.
   vii. Increase campus activities to an active presence on campus(es) to support enrollment and student engagement.
   viii. Implement recommended student retention strategies in the classroom to support enhanced enrollment, equity, and student outcomes.
   ix. Increase on-campus dining options to promote student and employee engagement throughout the day.
   x. Complete the launch of Caring Campus to support on-campus and remote behaviors that promote inclusion, retention, and success.
   xi. Begin construction on Virtual Reality Center.

   - Enhance the college environment to support an increased inclusivity and a sense of belonging for students, faculty, staff, and managers, leading to more equitable access to college programs, closing of equity gaps in college outcomes, and improving DEIA efforts that support workforce diversity.

   i. Continue anti-racist assessment of policies through the President's Equity Advisory Team (PEAT).
   ii. Begin construction on Student Inclusion Center.
   iii. Work with community groups supporting individuals in traditionally underrepresented groups to build campus awareness and support.
   iv. Complete process to implement DEIA components of faculty, staff, and managers evaluations.
   v. Complete implementation of the EEO plan and process to diversify hiring.
   vi. Support further expansion of proven equity efforts in the MCEC and Student Equity Center.
   vii. Complete recruitment of a Title IX Director, Assistant Director of Equity and Compliance.

- Modernize IT and Administrative Services infrastructure to increase cost controls, support long-term fiscal planning, provide accurate fiscal projections, and ensure budget management systems that result in balanced budgets.

  i. Complete evaluation third-party evaluation of the budget development and management process and create a timeline for recommended strategies for improvement and cost savings.
  ii. Conduct a third-party evaluation of IT staffing, processes and security and develop recommendations for improvements to scale maturity in technology, make critical staffing investments, and minimize use of external contracts to support IT functions.
  iii. Complete the recruitment of a new Chief Information Systems Officer.
  iv. Complete the recruitment of a new Vice President of Administrative Services.
  v. Create a long-term plan for the adoption of new Enterprise Systems that includes a timeline with contingencies and the required short and mid-term improvements to the existing system that minimize redundancy and maximizes investment.

- Maintain a balanced budget with sufficient general and cash reserves as required by Board Policy.

- Create a communication plan for regular communications beyond governance leaders to ensure more knowledge of college conditions and priorities to both internal and external constituents.

  i. Develop an internal communication plan that provides information to the general campus on a regular basis that relays important information and reinforces the priorities for the college.
  ii. Develop a process to regularly communicate to the employees when there are changes in policy or other updates from Board actions.
  iii. Develop external communication plan that regularly communicates (bi-annually) with the community the opportunities and priorities for the college, utilizes earned media, and builds community awareness of college successes for future investment in college.
  iv. Host strategic gatherings that support campus collaboration and morale, external use of the campus facilities, partnerships with community organizations and industries, and increased opportunities for recognition of staff, faculty, and managers.

- Clearly set priorities to ensure focus on critical areas of college operations and student success in need of improvement, and collaboratively advocate for resources needed to support these areas.

  i. Distribute focus areas for the Board and Superintendent broadly throughout college.
  ii. Demonstrate which initiatives fall under each priority so as to establish the implementation of the overall strategy.
  iii. Build achievements of priorities into regular campus communications and updates to the Board.
  iv. Limit other initiatives that take resources away from the core priorities.
  v. Align college priorities with the Board's legislative priorities and advocacy efforts and include faculty, staff, and students in these advocacy efforts.

2. Board members will engage in professional development activities to enhance the performance of their roles and responsibilities, and provide.

- Participate in all Board activities, including regular Board meetings, Closed Session, Board retreats, scheduled study sessions, the Board self-evaluation, monthly meetings with the Superintendent/President, the Superintendent/President evaluation, Civic Roundtables, and commencement ceremonies.
- Attend ongoing professional development events, including CCLC, ACCT and other state and national organizations, and report out pertinent information to fellow board members that enhances overall Board performance.
- Develop a written Board Education process that includes a defined Board orientation and the completion of the Excellence in Trusteeship program for all new Board members.

3. Board members will be active in the college community educating the public on the mission and needs of the college and learning how the college can better achieve its mission.

- Meet with local elected officials from the city, county, and school district during the year to build awareness of College needs and priorities and promote collaboration.
- Participate in the life of the college by attending at student, faculty, and staff activities offered remotely and at the college when possible.
- Aspire to have joint meetings with City and local educational organizations in the interest of promoting common priorities.
- Encourage Superintendent/President to work with campus managers, faculty and staff to participate in community organizations and other community activities.
- Develop an annual report that summarizes all community engagement activities for use in the Board evaluation.

4. Board members will be knowledgeable about state and federal legislation affecting Glendale Community College and involved in advocating for outcomes favorable to the college.

- Meet with GCC's state senator, state assembly members, and members of Congress at least once during the year.
- Develop, in collaboration with the Superintendent/President, a legislative advocacy plan, including state, federal and local priorities, and review impact of advocacy efforts at least biannually.

5. Board members will support the fundraising efforts of the college foundation

- Participate to at least one of the college's fundraising events and activities.
- Introduce the Superintendent/President and/or foundation leaders to potential significant donors to the college.
- Maintain awareness of the work of the Foundation and its support of the mission of the college and its priorities.
- Support the foundation in its various fundraising campaigns and efforts.
- Enhance relationships with the Foundation Board through strategic interactions between the GCC Board of Trustees and the Glendale College Foundation Board of Directors.

6. The Board will support the development of a transparent facilities review process and a revised Facilities Plan that encompasses the values of the College and supports community engagement with college facilities and associated programs.

- The Board will continue to support and engage the Citizen's Bond oversight Committee in its review of Bond funded facilities projects.
- Improve the process for tracking variances in facilities costs and timelines.
- Promote GCC campuses as hubs of community engagement through enhanced access to and fostering use of campus facilities by community groups and organizations.
- Expand community knowledge of campus facilities and the means to which they can support community needs.
- The College Facilities Plan will incorporate the needs of all campus and sites (Garfield, PDC, Baja).
- The College Facilities Plan will investigate potential partnerships with the City of Glendale for collaborative use of facilities and/or sites that provide mutual benefits to each organization.
- The College Facilities Plan will include strategic improvements in campus security that modernize the security of buildings and support robust timely response in the event of emergencies.
- The College Facilities Plan will include sustainability standards that move the College toward net zero emissions and support the broader goals of the City of Glendale and the State of California.
- The College Facilities plan will include strategic technology investments that streamline student enrollment processes and improve College operations.
- The College Facilities Plan will foster community participation on all GCC Campuses and sites and create a sense of shared investment through facilities designed for community use.
- The College Facilities Plan will develop creative means to repurpose space for current needs and modernize facilities without unnecessary additions to the overall assignable square footage on campus.