Draft of ISP Goals
Spring 2024

GOAL A: INCLUSION
Increase equitable access with an inclusive environment where students and employees belong and know their identities are valued

Goal A KPIs: to be determined

A.1. Develop and implement more relevant and innovative ways to engage prospective students, including those beyond our immediate community and underrepresented student groups such as Black, Latino, APIDA (Asian Pacific Islander Desi American), and non-traditional students, through branding and marketing

A.2. Develop and implement innovative methods for retaining current students and eliminate gaps in retention rates, especially for Black, Latino, APIDA, and other underrepresented and non-traditional groups

A.3. Expand programs in the community and be more intentional about inviting the community to our campuses for events and activities

A.4. Institutionalize and centralize DEIA (Diversity, Equity, Inclusion, and Accessibility) efforts to support student success

A.5. Build relationships with community partners, employers, and educational institutions
- PROFESSIONAL DEVELOPMENT: Hold focused professional development for GCC stakeholders and K-12 faculty and administrators to discuss issues, concerns, and topics
- PROFESSIONAL DEVELOPMENT: Expand professional development for instructors teaching dual enrollment classes (e.g., in-person orientation, online hub for dual enrollment instructors)
- PROFESSIONAL DEVELOPMENT: Conduct industry connectiveness activities for faculty and staff in career education and other areas and conduct professional development prioritizing topics such as AI (Artificial Intelligence), automation, and industry-specific topics

A.6. Monitor legislative changes to proactively anticipate, inform, and research threats to DEIA

A.7. PROFESSIONAL DEVELOPMENT: Offer professional development to address changing needs in classrooms (e.g., de-escalation, sensitivity, cultural responsiveness, community building, college expectations, and mental health)

GOAL B: SUCCESS
Ensure equitable achievement of students' educational, economic, career, and life goals

Goal B KPIs: to be determined

B.1. Expand flexible learning opportunities (e.g., credit for prior learning, dual enrollment, baccalaureate degrees, apprenticeships, etc.)

B.2.   Provide both full-time and part-time faculty with support and opportunities to learn about and experiment with culturally responsive and equity-minded pedagogical approaches in an effort to reduce equity gaps in student success and completion rates

B.3. Implement best practices through continuous quality improvement in distance education by building instructional and program capacity
- PROFESSIONAL DEVELOPMENT: Support Faculty growth and capacity-building through Guild-negotiated, reinstated Glendale Annual Distance Education Requirements (GADER)
- PROFESSIONAL DEVELOPMENT: Best Practices (according to the CVC-OEI Rubric, Peralta's Equity Rubric, and Title 5) such as clear course design, Authentic and Project Based assessment design, Regular and Substantive Interactions (RSI), use of Accessibility tools and features, adoption of Open Educational Resources to offer Zero Textbook Cost courses, support of the Peer Online Course Review program, increased awareness of online tutoring, etc.

B.4. Develop appropriate online versions of career education courses contributing to certificates and degrees

B.5. Better leverage community partnerships, including those with industry partners, workforce connections, employers, transfer partners, and K-12 systems, to enhance GCC's curriculum

B.6. Implement processes for effective support in meeting students' diverse academic and non-academic needs, including textbook affordability and basic needs

B.7. PROFESSIONAL DEVELOPMENT: Prioritize professional development about emerging instructional technologies, such as AI and virtual reality

B.8. Ensure all students are informed of transfer pathways and processes at multiple points of the student journey including onboarding and in the second-year experience

GOAL C: SUPPORT
Strengthen human, technological, fiscal, and physical resources to support students' attainment of their goals and a sense of belonging among all college stakeholders

Goal C KPIs: to be determined

C.1. Improve integration between credit and noncredit services, resources, and support for online instruction; expand presence of noncredit programs on Verdugo Campus

C2. Expand collaborative initiatives between Student Services and Instructional Services (e.g., Promise Plus) to help fill staffing gaps, share fiscal and human resources, and provide efficient services and coordinated care to enhance the student experience and improve funding metrics

C.3. Regularly assess and align organizational structures and staffing to improve efficiency and efficacy of programs providing student support at all sites; explore optimal organizational structure of noncredit education, contract education, distance education, technology, fiscal services, and DEIA (Diversity, Equity, Inclusion, and Accessibility)

C.4. Ensure employee onboarding practices and support sets up new hires and/or new roles for success

C.5. Improve efficiency and effectiveness of enterprise- wide technology systems, including fiscal, student, and human resources, to improve business processes for enhanced accountability, transparency, security, and ease of use

C.6. Right-size staffing based on institutional need, including assessing the most effective use of outside contractors vs. internal staff and regularly updating strategic staffing plans to allow for efficient reorganizations and the reduction of staffing redundancies

C.7. Review the budget development process for a long-term vision and institutionalization of practices that impact success, including matching continuing funds to replace grant funded projects; pooling general, categorical, and grant funds when allowable to automate processes, reduce manual work, address insufficient staffing, and enhance how students engage with GCC programs
- PROFESSIONAL DEVELOPMENT: Professional development about SCFF (Student Centered Funding Formula) to center work around funding metrics