STRATEGIC MASTER PLAN
2008-2014

Student Access

GOAL 1: Provide access for students, including under-represented groups in the communities that Glendale Community College serves, who can benefit from any one of the several instructional paths the college offers (transfer, degrees, certificates, academic, career and technical education, non credit, and personal development).

Objective 1.1: To fulfill the college's mission of serving "*students from all diverse backgrounds, goals, ages, abilities and learning styles,"* and to provide access to students in Glendale and surrounding communities, the college will expand on-site pre-enrollment advising and matriculation services at feeder high schools.

Strategy 1: Continue to develop and enhance Outreach services to local feeder high schools.
Assessments for Strategy 1: Maintain data related to number of outreach visits per semester, number of high school students participating in each visit, number of peer mentors in programs, number of students identifying GCC as their top choice.
Agency: Vice President of Student Affairs, Program Manager for Outreach Services, Dean of Student Affairs, Financial Aid Office, Student Affairs.
Timeline for completion: July 2009
Budget implications: no new costs

Strategy 2: Provide pre-matriculation and enrollment services to students attending local feeder high schools. Strategies used to deliver the pre-matriculation information are individualized/tailored to the specific high school campus. Activities include but are not limited to:

1. identifying specific contact people in the matriculation areas for high school students to contact.
2. introducing students to the online orientation.
3. providing application workshops for Financial Aid resources for both parents and students

Assessments for Strategy 2: Maintain contact data on all students including information regarding contact information, initial intake data, interest stated through requests online and via phone, follow up on contacts made through college personnel, and demographics. Track the number of students that are exposed to and go through the FAFSA workshops on and off campus.
Agency: Vice President of Student Services, Program Manager for Outreach Services, Dean of Student Affairs, Financial Aid Office
Timeline for completion: Summer 2008
Budget Implications: no new costs

Strategy 3: Provide students who enroll in the college with a resource center for continued information and a referral to campus services.
Assessment of Strategy 3: Track students who matriculate at the college. Monitor repeat contact with enrolled students.
Agency: Vice President of Student Services**,** Student Affairs**,** Outreach Services Program Manager, Dean of Student Affairs
Timeline for completion: TBD
Budget implications: TBD

Strategy 4: Ensure that resources and funding from the college provide adequate support for Outreach activities, utilizing the data in Strategies 1&2.
Assessment of Strategy 4: Budget augmentations with regards to marketing, personnel, supplies and mileage to support Outreach activities.
Agency: Vice President of Student Services, Student Affairs
Timeline for completion: TBD
Budget implications: TBD

Objective 1.2: To fulfill the college's mission of serving "*students from all diverse backgrounds, goals, ages, abilities and learning styles,"* the College will provide outreach and support the transition of students attending non-credit classes at our Garfield campus.

Strategy 1: Develop and enhance Outreach services to the Garfield campus using the model established for Outreach for K-12. Create a parallel system for delivery of the information and services to the Garfield students.
Assessments for Strategy 1: Establish on-site visits, number of community services classes visited, and the number of visits involving the many programs at the main campus that could be beneficial to them
Agency: Vice President Student Services, Associate Vice President of Instructional Services, Continuing and Community Education, Non Credit Matriculation Committee, Student Affairs
Timeline for completion: July 2009
Budget implications: no new costs

Strategy 2: Provide pre-matriculation and enrollment services to students at the Garfield Campus. Strategies used are individualized/tailored to the non-credit population. Activities include but are not limited to:
1. identifying specific contact people in the matriculation areas for Garfield students to contact.
2. introducing students to the online orientation.
3. providing application workshops for Financial Aid, EOPS and Cal Works resources.

Assessments for Strategy 2: Determine number and demographics of students that matriculate from non-credit, maintain contact data on all students including information regarding contact information, initial intake data, interest stated through

requests online and via phone, follow up on contacts made through college personnel. Track the number of students that are exposed to and go through the FAFSA workshops on and off campus and visits to EOPS and Cal Works offices.
Agency: Vice President of Student Services, Student Services program managers, Associate VP of Garfield Campus, Non Credit Matriculation Committee, and Student Affairs.
Timeline for completion: Summer 2009
Budget Implications: TBD

Strategy 3: Provide students who enroll in the credit program of the college with a resource center for continued information and referral to campus services.
Assessment of Strategy 3: Budget augmentations with regards to marketing, personnel, supplies and mileage to support outreach activities.
Agency: Vice President of Student Services, Associate Vice President of Instructional Services, Continuing and Community Education, and Non-credit Matriculation Committee
Timeline for completion: TBD
Budget Implications: TBD

Strategy 4: Ensure that resources and funding from the college are adequate to support Outreach activities, utilizing the data in Strategies 1&2.
Assessment of Strategy 4: Budget augmentations with regards to marketing, personnel, supplies and mileage to support Outreach activities.
Agency: Vice President of Student Services, Associate Vice President Instructional Services, Continuing and Community Education, Non-credit Matriculation Committee
Timeline for completion: TBD
Budget Implications: TBD

Objective 1.3: To fulfill the college's mission of serving "*students from all diverse backgrounds, goals, ages, abilities and learning styles,"* the College will identify the needs of our constituents and assess whether current programs the College offers meet those needs.

Strategy 1: Assess the community's needs, identify programs that currently exist, and market those programs to the community.
Assessment for Strategy 1: Review community demographics; utilize information from campus and community advisory groups. Survey students.
Agency: Vice Presidents of Instruction and Student Services**,** Career and Technical Education (CTE) program manager, Instructional Dean, Division Chairs, Institutional Research and Planning, Academic Affairs, Student Affairs
Timeline for completion: June 2009
Budget implications: TBD

Strategy 2: Develop programs consistent with the institutional mission and the needs of

our constituents.
Assessment for Strategy 1: Review community demographics; utilize information from campus and community advisory groups. Survey students.
Agency: Vice President Student Services, Student Affairs**,** CTE program manager, Instructional Dean, Division Chairs, Institutional Research and Planning, Academic Affairs
Timeline for completion: June 2009
Budget implications: TBD

Strategy 3: Ensure that resources and funding from the College are adequate to support marketing and outreach activities, utilizing the data in Strategy 1.
Assessment of Strategy 3: Budget augmentations with regards to marketing, personnel, supplies and mileage to support Assessment and Marketing activities.
Agency: Vice President of Instruction, Associate Vice President of Instructional Services, Continuing and Community Education, Director of Marketing, Institutional Research and Planning, Non-credit Matriculation Committee
Timeline for completion: TBD
Budget Implications: TBD

Strategy 4: Identify trends in the international student population and use these to modify recruitment strategies appropriate to institutional needs.
Assessment for Strategy 4: Plans for recruiting international students.
Agency: Vice President of Student Services**,** Student Affairs**,** International Student Program, Office of Institutional Research and Planning
Timeline for completion: on-going
Budge implications: no new costs

Strategy 5: Develop institutional systems to enable cohort studies to improve Committee matriculation rates from the noncredit to the credit program.
Timeline completion: June 2009
Assessment for Strategy 5: A cohort study focused on transfer from noncredit to credit.
Agency: Vice President of Instruction**,** Academic Affairs, Student Affairs, Student Equity Committee
Budget implications: no new costs

Objective 1.4: To best serve students in our special programs, including those who seek to transfer and to provide them with *the opportunity and support to gain the knowledge and skills necessary to meet their educational, career, and personal needs,* the College will review the several cohort programs it offers to students, including but not limited to the Scholars' Program, the Science Academy, Project for Adult Education (PACE), Achieving College Success (ACE), Nursing and others, to assure that the College is attracting students to these programs and that these programs are successfully preparing students to meet their goals.

Strategy 1: Review the several cohort programs and revise them if necessary to address Strategy 2 shown below.
Assessment of Strategy 1: Program revisions, if appropriate.
Agency: Vice President of Instruction, Academic Affairs, Coordinator and Scholars' Program and Science Academy Committee
Timeline for completion: June 2009
Budget implications: no new costs

Strategy 2: Review the participation rates in the several cohort programs and assess the need for expansion, improve student satisfaction with these programs, and identify the number of students who successfully complete their goals. (For relevant data see Campus Profile 2008, pp. 19, 42-43)
Assessment for Strategy 2: Data that reveal desired outcomes
Agency: Vice Presidents of Instruction and Student Services**,** Academic Affairs, Student Affairs
Timeline for completion: June 2010
Budget implications: TBD

Strategy 3: Promote successful cohort programs by coordinating meetings with appropriate counselors and instructors from Glendale Community College and the community to develop plans for encouraging area high school graduates to consider Glendale Community College as their first step into higher education.
Assessments Strategy 3: Minutes of meetings to show recruitment ideas and efforts.
Agency: Vice Presidents of Instruction and Student Services**,** Academic Affairs, Student Affairs
Timeline for completion: June 2009
Budget implications: no new costs

Objective 1.5: To best serve students by providing the *opportunity and support to gain the knowledge and skills necessary to meet their educational, career, and personal needs,* the College will increase collaboration with the K-12 system and the college GED program to provide a seamless transition from high school to college.

Strategy 1: Increase the numbers/percentage of students and teachers at the college and in the GUSD high schools who participate in the English, Math, and ESL programs that are designed to prepare students for college level work.
Assessment for Strategy 1: Monitor the numbers/percentage of students and faculty involved in the English, Math and ESL programs designed to prepare students for college level work.
Agency: Vice President of Student Services, Student Affairs, Dean of Students, managers of the English, Math and ESL programs
Timeline for completion: June 2010
Budget implications: TBD

Objective 1.6: To fulfill its mission of serving its "*students from all diverse backgrounds, goals,* *ages, abilities and learning styles*," the College will review the data collected on community needs, consider the creation of new programs, and establish and implement procedures for creating new programs which would attract those who would be well-served by this addition. This might include but would not be limited to exploring the benefits and costs of a middle college to serve high school students in the college's service area, and new career and technical education programs.

Strategy 1: Develop a committee to establish procedures for exploring the benefits and costs of new programs.
Assessment for Strategy 1: Procedures for creating new programs.
Agency: Vice Presidents of Instruction, Student Services, and Administrative Services, Academic Senate, Academic Affairs, Student Affairs, Administrative Affairs
Timeline for completion: June 2009
Budget implications: TBD

Citation: "Diversity," pp. 6-10; Educational Trends pp. 17, 18, 19, 22 in Community Profile, 2008, Dr. Edward Karpp, Institutional Research and Planning

Student Learning Outcomes, Assessment, and Retention

GOAL 2: Develop and implement Student Learning Outcomes and Assessments at the course, program, and campus levels in order to help our students achieve success.

Objective 2.1: To *fulfill our commitment to student learning* and thereby enable our students to successfully complete their goals, the College will seek to improve the student success rates at the course, certificate, program, degree levels.

Strategy 1: Continue the implementation of the student learning outcomes and assessment cycles at the course, certificate, program, degree, and institutional levels.
Assessment for Strategy 1: Document the percentage of assessment cycles at the course, certificate, program, degree, and institutional levels.
Agency: Vice Presidents of Instruction and Student Services, campus constituencies including but not limited to SLOAC Committee, Division leaders, and Institutional Research and Planning
Timeline for completion: June 2009
Budget Implications: TBD

Strategy 2: Implement the eLumen software to assess student learning outcomes at the course, certificate, program, degree, and institutional levels.
Assessment for Strategy 2: Establish pilot groups to run assessments using eLumen
Agency: Vice Presidents of Instruction and Student Services, SLOAC Committee

Timeline for completion: June 2009
Budget Implications: TBD

Strategy 3: Analyze the data collected from assessments, including data produced by the eLumen software, and revise classroom pedagogy where appropriate.
Assessment for Strategy 3: Identify patterns of change in student learning based on the student learning outcome assessment cycles.
Agency: Vice Presidents of Instruction and Student Services, Academic and Student Affairs, faculty, staff, and administration
Timeline for completion: June 2010
Budget Implications: no new costs

Strategy 4: Develop methods to showcase successful techniques for student learning.
Assessment for Strategy 4: Identify, publicize, and/or publish learning and assessment findings.
Agency: Vice Presidents of Instruction and Student Services, Academic and Student Affairs, faculty, staff, and administration
Timeline for completion: June 2012
Budget Implications: no new costs

Strategy 5: Report student learning assessment findings to all appropriate planning processes, including Strategic Planning, Program Review, Educational Master Plan, use these findings to develop budget and revise appropriate plans.
Assessment for Strategy 5: integration of Student Learning Outcomes into various planning efforts.
Agency: Vice Presidents of Instruction and Student Services, Division Chairs**,** Strategic Planning, Program Review, Educational Master Plan, and other appropriate committees
Timeline for completion: June 2012
Budget Implications: no new costs

Citation: "Student Success," pp. 27-51 Campus Profile 2008, Dr. Edward Karpp, Institutional Research and Planning

GOAL 3: Increase and improve the quantity, quality, and variety of learning opportunities that promote student success.

Objective 3.1: To fulfill our mission of "*using personal interaction, dynamic and rigorous instruction, and innovative technologies, to foster the development of critical thinking skills and lifelong learning…and to provide students with the opportunity and support to gain the knowledge and skills necessary to meet their educational, career, and personal goal,*" the faculty and their leaders will seek to update the Educational Master Plan so that it can be used for addressing the various needs of

Instruction, including planning, budget, and resource allocation. (See Objective 6.3 for details on developing plans for the Garfield campus. The ultimate goal of the college is to integrate the planning process at the Main and Garfield campuses.)

Strategy 1: Create a subcommittee of Team A to review and revise the Educational Master Plan using a process parallel to that employed for the Strategic Master Plan.
Assessment of Strategy 1: A revised Educational Master Plan
Agency: Vice Presidents of Instruction and of Student Services, Team A sub-committee
Timeline for completion: March, 2009
Budget implications: TBD

Strategy 2: Identify and eliminate barriers to completion of student goals.
Assessment of Strategy 2: Establish scheduling guidelines to foster goal completion. Provide mechanism for students to report roadblocks and issues. Provide report of timeliness and satisfaction.
Agency: Vice President of Instruction, Enrollment Management Task Force, teaching faculty and counseling faculty, Institutional Research and Planning
Timeline for completion: June 2009
Budget implications: no new costs

Objective 3.2: To fulfill our mission of "*using personal interaction, dynamic and rigorous instruction, and innovative technologies, to foster the development of critical thinking skills and lifelong learning…and to provide students with the opportunity and support to gain the knowledge and skills necessary to meet their educational, career, and personal goal,*" the College seeks to increase and improve the quantity, quality, and variety of learning opportunities that promote student success.

Strategy 1: Identify the existing innovative teaching strategies, including but not limited to service learning, supplemental instruction, collaborative learning, Foundational Skills initiatives, various Learning Center activities, tutoring, CAI, workshops, and the several cohort groups (ACE, PACE, Scholars, Science Academy,) and other programs that individual or groups of faculty have developed, establish the number of students served by these programs, and assess the need to expand any of them to serve student needs
Assessment for Strategy 1: Collect assessment data for each of the individual or innovative strategy. These data will then be used to establish any need to expand, or request additional institutional support.
Agency: Institutional Research and Planning, participants in the various innovative strategies.
Timeline for completion: June 2010
Budget implications: no new costs

Strategy2: Develop a Teaching and Learning Center that will provide faculty with space and resources to collaborate on ways of improving student learning to include

innovative teaching materials, best teaching practices, and other innovative resources and a venue for discussion and sharing.
Assessment of Strategy 2: Development of a plan and budget to develop the center.
Agency: Vice President of Instruction, Instructional Deans, Associate Dean of Instructional Technology, Associate Dean of Library and Learning Resources, Academic Senate, and Staff Development
Timeline for completion: March 2009
Budget Implications: TBD

Strategy 3: Engage faculty in discussions of what they have learned from their respective innovative teaching strategies.
Assessment for Strategy 3: Analyze these various teaching strategies and formulate future plans based on these findings.
Agency: teaching and counseling faculty
Timeline for completion: June 2009
Budget implications: TBD

Strategy 4: Engage faculty in discussions of the needs of Foundational Skills students and how their students might be served by innovative teaching.
Assessment for Strategy 4: Minutes of meetings to reveal the outcomes of the discussions
Agency: Vice President of Student Services**,** Foundational Skills committee and interested faculty
Timeline for completion: on-going
Budget implications: TBD

Strategy 5: Develop a working archive of innovative teaching materials.
Assessment of Strategy 5: An archive
Agency: Vice President of Instruction, Academic Affairs, and division chairs
Timeline for completion: June 2009
Budget implications: no new cost

Objective 3.3: In light of the goals of the College mission *to serve students of diverse backgrounds… and our commitment to rigorous instruction and innovative technologies,* the College will review the academic issues and the costs and benefits of expanding the on-line program.

Strategy 1: The Quality and Distance Education Task Force convened by the Academic Senate will continue to identify issues to be resolved in the current on-line curriculum, in order to provide an academically rigorous and effective on-line program. This would include identifying the success rates of GCC and other campus on-line programs, and the costs and benefits of expanding the on-line program.
Assessment for Strategy 1: The issues identified by this task force will be forwarded to the appropriate governance committees to review, and a final report of the task for

will be forwarded to Academic Affairs and the Academic Senate.
Agency: Vice Presidents of Instruction and Student Services, Academic Senate, Academic Affairs, Student Affairs
Timeline for completion: June, 2009
Budget implications: TBD

Strategy 2: The governance committees will then resolve the issues which emerge from Strategy 1, approve the task force plan, and forward it to the Superintendent/President and the Board of Trustees.
Assessment for Strategy 2: Approval of the plan by the Board of Trustees
Agency: Vice Presidents of Instruction and Student Services, Academic and Student Affairs, Academic Senate
Timeline for completion: June, 2010
Budget implications: no new costs

Objective 3.4: To demonstrate the College's commitment to *provide students with the opportunity and support to gain the knowledge and skills necessary to meet their educational, career, and personal goal,*" it will seek to increase the percentage the students who successfully complete their courses each term and return to campus for a second year to complete their transfer, degree, certificate, or personal goals.

Strategy 1: Track the success rates of students at the College to earn certificates, degrees, to transfer and/or for personal satisfaction.
Assessment of Strategy 1: Changes in rates
Agency: Vice President of Instruction, Enrollment Management Task Force, Associate Dean of Instruction
Timeline for completion: June 2009
Budget implications: TBD

Citation: Section 2. Student Success, pp. 27-51, Campus Profile 2008, Dr. Edward Karpp, Office of Research and Planning

GOAL 4: Increase student retention and success by strengthening student connections with the college and responding to student needs.

Objective 4.1: *As an institution of higher education, we are committed to student learning and success* and therefore ensure that scheduling is responsive to student needs. *Using personal interaction, dynamic and rigorous instruction, and innovative technologies, we foster the development of critical thinking and lifelong learning. We provide students with the opportunity and support to gain the knowledge and skills necessary to meet their educational, career, and personal goals.*

Strategy 1: Develop class schedules base on:

a. Commitment to curriculum/program pathways
b. SEP data
c. Program Review data

Assessments for Strategy 1:
Monitor the efficiency of class schedules in relation to

a. FTES
b. Seat load
c. Program needs
d. Student demand.

Agency: Vice President of Instructional Services, Associate Dean Curriculum Management, Institutional Research and Planning, Enrollment Management Task Force, Division Chairs,
Timeline for completion: December 2008
Budget implications: no new costs

Strategy 2: Assign rooms based on:

a. FTES
b. seat load & fill rate
c. program review data
d. program needs
e. student survey data

Assessments for Strategy 2: Correlate FTES to the number of courses.
Agency: Vice President of Instruction, Dean of Instructional Services, Associate Dean of Curriculum Management, Institutional Research and Planning, Enrollment Management Task Force, Division Chairs
Timeline completion: June 2009
Budget implications: no new costs

Objective 4.2: In order to provide students with the opportunity and support *to gain the knowledge and skills necessary to meet their educational, career, and personal goals*, the college will develop systems/processes to expedite successful completion of student goals.

Strategy 1: Monitor the length of time it takes for students to complete SEP and track students with multiple goal changes. The first step of this strategy is to purchase software that will allows us to track/monitor SEPs.
Assessment for Strategy 1:

1. Documents that give evidence to the demonstrations viewed by appropriate college officials of software that will allow us to purchase a SEP tracking program.
2. Purchase of SEP tracking software.
3. Establish a base line for SEP

Agency: Vice President of Student Services, Student Services Program managers, Student Affairs

Timeline: June 2009
Budget implications: cost of the software

Strategy 2: Require all non-exempt students to matriculate. Develop matriculation through

a. Admissions
b. Assessment
c. Orientation
d. Counseling
e. Follow up

Assessments for Strategy 2:

a. Monitor the percent of non-exempt students who complete the matriculation process.
b. Document success rates, SEP compliance and completion of goal for students who matriculate and those who do not.

Agency: Vice President of Student Services, Institutional Research and Planning, Matriculation Committee
Timeline for completion: December 2009
Budget Implications: no new costs
Strategy 3: Develop and implement the scheduling of classes and program pathways, using the Student Services Data Base system (People Soft)
Assessment for Strategy 3:

1. Document process for purchasing and implementing a student data base system.
2. Incorporate student SEP tracking, and degree audit into the data base.

Agency: Vice President of Student Services, Student Affairs, Institutional Research and Planning
Timeline for completion: June 2010
Budget implications: TBD

Strategy 4: Engage students in developing their respective Student Educational Plans, so that their plans include the college's core competencies (institutional learning outcomes), which have been defined by the Academic Senate as

- communications,
- mathematical competency/quantitative reasoning,
- information competency,
- critical thinking,
- global awareness and appreciation,
- personal responsibility, and
- application of knowledge

Assessment for Strategy 4: Establish a process for determining the patterns of completion of the established core competencies. (Students are expected to have completed the Core Competencies by the time they have completed 45 units.)
Agency: Vice Presidents of Instruction and Student Services, Dean of Student Services, Academic Senate, Academic Affairs, Student Affairs
Timeline for completion: June 2012

Budget Implications: no new costs

Objective 4.3: Through the use of *personal interaction***,** *dynamic and rigorous instruction, and innovative technologies,* we foster the development of critical thinking and lifelong learning and foster greater student involvement in academic and extra co-curricular activities.

Strategy 1: Redefine student connections to include academic, student to student interaction, student to faculty interaction, connections and involvement outside of the classroom by collecting data on the following data sets variables:

Assessments for Strategy 1 include the following data sets:

a. Student satisfaction with campus services and campus friendliness
b. Student engagement using the National Survey of Student Engagement
c. Number of clubs available to students
d. Number of students participating in clubs
e. Annual student participation in ASGCC
f. Number of students voting in ASGCC election
g. Number of jobs on campus with student employment.
h. Availability of jobs with the fill rate.
i. Outreach efforts, including student mentors and ambassadors.
j. Student participation in extra-curricular activities
k. Students/class participation in Service Learning (For further discussion see Goal 3)
l. Use and success of Scholarship programs
m. Trends in the numbers of learning communities offered campus wide (cross reference with Innovative Learning)
n. Number of Internships programs and patterns of growth/decline (cross reference with Innovative Learning)
o. Number and breadth of the Student-oriented day and evening services
p. Number and breadth of Job Shadowing
q. Drop-in hours, as compared to the number offered by other community colleges
r. Accessibility of student services on the main and Garfield campuses (cross reference with Garfield Goal)
s. Student services on Saturdays in the beginning of the semester
t. Welcome activities including welcome badges, new signage for student services, and other special services developed for students' web site.

Also see Strategy 2 below

Agency: Vice President of Student Services, Student Services program managers, Instructional managers, Institutional Research and Planning, Student Affairs

Timeline for completion: June 2009

Budget: TBD

Strategy 2: Use these data to alter/develop plans for future work in each of these areas.

Assessment for Strategy 2:

Agency: Vice Presidents Student Services, Student Affairs, Outreach, Associate Students

Timeline for completion: June 2009

Budget Implications: TBD

Citation: Section 2. Student Success, Campus Profile 2008, Dr. Edward Karpp, Office of Research and Planning

GOAL 5: Streamline and enhance the delivery of Student Services by focusing on proactive services.

Objective 5.1: *Glendale Community College welcomes students of diverse backgrounds, goals, ages, abilities, and learning styles.* As an institution of higher education, we are committed to student learning and success**.** To accomplish this goal the College will streamline and enhance the delivery of student services and thereby increase student success by focusing on personal interaction**,** dynamic and rigorous proactive services and innovative technologies.

Strategy 1: Mandate student assessment.
Assessment for Strategy 1: Analyze student success rates revealed by these data.
Agency: Vice Presidents of Instruction and Student Services, Student Affairs, Institutional Research and Planning, Enrollment Management Task Force
Timeline for completion: December 2009
Budget implications: N/A

Strategy 2: Mandate orientation for all matriculating students utilizing multiple methods of delivery.
Assessment for Strategy 2: Analyze student success rates revealed by these data.
Agency: Vice President Student Services, Institutional Planning and Research, Enrollment Management Task Force
Timeline for completion: December 2009
Budget implications: N/A

Strategy 3: Mandate special interventions for students on probation and dismissal.
Assessment for Strategy 3: Analyze intervention strategies for effectiveness
Agency: Vice President of Student Services, Student Affairs, Institutional Planning and Research
Timeline for completion: on-going
Budget implications: TBD

Strategy 4: Develop systems and processes to expedite successful completion of student goals. These systems and processes will include:

a. AA1 Registration functions moved next to A&R in the Administration Building.
b. Improved signage. (Recommendation #4: Chancellor's Office –Student Services Program Review and Technical with cross training of Assistance Team)
c. Implementation of PeopleSoft
d. Implementation of an electronic student educational plan.
e. Implementation of a degree audit system.
f. Investigate the feasibility of other on-line services (e.g., financial aid, counseling).
g. Ensure accessibility for students with disabilities to services (in person and on-line).
h. Establishment of the new Classroom/Lab/Student Services Building to deliver a one-stop student service center personnel to ensure that multiple staff can answer first level questions

related to matriculation and student services. (Recommendation #5: Chancellor's Office – Student Services Program Review and Technical Assistance Team)
Assessment for Strategy 4: Completion of product, facility, and service
Agency: Vice President of Student Services, Student Affairs
Timeline for completion: All items will be completed by June 2013
Budget implications: TBD

Citation: Section 2. Student Success, Campus Profile 2008, Dr. Edward Karpp, Institutional Research and Planning; SWOT Analysis, 2007

Partnerships and Work Force Development

GOAL 6: Expand the academic, and the career and technical education programs offered on the main and the Garfield Campuses.

Objective 6.1: Given that the Garfield campus has officially gained center status in the System Office and provides support in fulfilling the mission statement *to welcome students of diverse backgrounds, goals, ages, abilities, and learning styles*, ... *to provide students with the opportunity and support to gain the knowledge and skills necessary to meet their educational, career, and personal goals*, the College will develop plans effectively to use all potential facilities at Garfield that will be available due to achieving center status.

Strategy 1: Define and create a committee that represents the administrative and faculty leadership of both the Main and Garfield campuses and the Academic Senate to discuss the areas of potential growth in academic and career and technical education that would meet the needs of Glendale and the surrounding communities, and to develop a plan that would meet those needs.

Strategy 2: Identify the areas of increasing curriculum demand and, using the demographics data of Glendale and the surrounding areas, revise, upgrade and expand academic, career and technical education. This will require coordination of efforts on the Main and Garfield campuses, using the data taken from the Student Equity Committee.

Strategy 3: Develop partnerships with Community Based Organizations to increase career and technical education courses offerings.
Assessment of Strategies 1, 2, and 3: Completion of an educational master plan that will be taken to the Superintendent/President and the Board of Trustees
Agency: Vice Presidents of Instruction and Student Services, Associate Vice President of Instructional Services, Continuing Education and Community Education, Academic Senate, faculty leaders from both campuses and a member of Senate Executive
Timeline for completion: June 2009
Budget implications: TBD

Objective 6.2: In order to serve its students from *all diverse backgrounds, goals, ages, abilities and learning styles,* the College will seek to increase collaboration with the K-12 system and the college GED program to provide a seamless transition from the high school to college.

Strategy 1: Increase the number of vocational certificate programs offered through the main campus and Garfield Campus; increase the variety of career and technical education courses.
Assessment for Strategy 1: Track the number of vocational certificate programs offered in the credit and noncredit program and the number of students participating in this curriculum.
Agency: Associate Vice President of Instructional Services, Continuing Education and Community Education, Management Information Systems (MIS), Academic Senate, Division Chair of CE Business, Dean of Instructional Services
Timeline for completion: June 2009
Budget implications: TBD

Strategy 2: Establish MOU's and cooperative training opportunities with local business and industry.
Assessment for Strategy 3: Track the cooperative training opportunities with local business and industry to establish the benefits of these opportunities.
Agency: Associate Vice President of Continuing and Community Education, Academic Affairs, Dean of Instructional Services
Timeline for completion: June 2012
Budget implications: TBD

Objective 6.3: In order to serve its students from *all diverse backgrounds, goals, ages, abilities and learning styles,* and to provide access to students in Glendale and surrounding communities, the college will identify career and technical education programs/curriculum in the areas of entertainment, health services, and other areas of employment opportunity that would best serve Glendale students and our service communities. (See Objective 3.1 for details on developing the Educational Master Plan. The ultimate goal of the college is to integrate the planning process at the Main and Garfield campuses.)

Strategy 1: Engage the faculty and the administration in developing partnerships with business and industry and other educational institutions to better establish stronger working relationships with them.
Assessment for Strategy 1: Develop working agreements with local business and industry that provide internships and service learning opportunities for students in local business and industry.
Agency: Superintendent/President, the Board of Trustees, Director of the Internship Program, Director of Service Learning, and appropriate governance committees.

Timeline for completion: June 2010
Budget implications: TBD

Strategy 2: Consider the value of developing links to the Disney Project, Glendale Unified School District and other major businesses or institutions in the communities that the college serves.
Assessment for Strategy 2: Develop working agreements with local business and industry that would provide internships and service learning opportunities for students in local business and industry.
Agency: Superintendent/President, Internship Program, Service Learning Program, and appropriate governance committees.
Timeline for completion: June 2010
Budget implications: no new cost

Citation: Community Profile 2008, Section 2 Employment; SWOT Labor Market Information

Objective 6.4: In recognition of the increasing job opportunity in the Los Angeles area for occupations which require a post-secondary education, and given the college's mission to *provide students with the opportunity and support to gain the knowledge and skills necessary to meet their educational, career, and personal goals*, the College will collect data to establish the value of expanding its career and technical programs or developing new ones to better serve labor force needs.

Strategy 1: Identify the programs at the college that fit into these occupational areas and develop a plan with a proposed budget to be considered on the question of expanding programs that would serve these needs and submit this material to the appropriate governance committee(s) and campus leadership.
Assessment of Strategy 1: A report that will be reviewed by the appropriate governance committees and submitted to the Superintendent/President and the Board of Trustees.
Agency: Vice President of Instruction, Associate Vice President of Continuing and Community Education, Dean of Career and Technical Education**,** Academic Affairs, Dean of Instructional Services, Academic Senate
Timeline for completion: June 2009
Budget implications: no new costs

Strategy 2: Establish the cost benefit analysis for new programs in these areas of increasing employment opportunity and submit these materials to the appropriate review process, governance committee(s) and campus leaders for approval.
Assessment of Strategy 2: A report that will be reviewed by the appropriate governance committees and submitted to the Superintendent/President and the Board of Trustees.
Agency: Vice President of Instruction, Dean of Career and Technical Education, Associate Vice President, Continuing and Community Education, Dean of

Instructional Services, Academic Affairs
Timeline for completion: June 2009
Budget implications: TBD

Citation: Campus Discussions, Goal 6; Community Profile 2008, Section 2 Employment and Labor Market Information

INSTITUTIONAL EFFECTIVENESS and EMPLOYEE EXCELLENCE

GOAL 7: Increase faculty and staff excellence in all aspects of college operations.

Objective 7.1: Promote *personal interaction, dynamic and rigorous instruction, and innovative technologies,* by supporting faculty and staff excellence in all aspects of College operations. This shall provide students with the opportunity and support to gain the knowledge and skills necessary to meet their educational, career, and personal goals.

Strategy 1: Focus Staff Development activities towards educational, technological and leadership/governance training.
Assessment for Strategy 1: Offer hands-on workshops both during the day and in the evening to ensure that faculty, classified staff and administrators have an opportunity to attend and continue using the exit survey to establish satisfaction.
Agency: Associate Vice President of Instructional Technology, Office of Human Resources, Associate Dean of Instructional Technology, Staff Development,
Timeline for completion: June 2009
Budget implications: no new costs

Strategy 2: Identify the needs of faculty and staff regarding emerging technologies and software for both PC and Mac users; develop and implement plans, budgets, and training (retraining) so that employees are better prepared to address student learning.
Assessment Strategy 2: Establish a chart to determine which departments and employees need retraining and establish a time line for training 15% of the employees annually.
Agency: Associate Vice President of Instructional Technology, Office of Human Resources, Associate Dean of Instructional Technology, Staff Development
Timeline for completion: June 2010
Budget implications: no new costs

Strategy 3: Provide orientation for all new employees that includes but is not limited to information about the campus unions, the governance committees and process, staff development workshops and other campus support for leadership development and

governance training.
Assessment for Strategy 3: An exit survey upon completion. Count numbers of new employees attending. Establish how many participate in governance committee activities.
Agency: Office of Human Resources, Staff Development, Governance Review Committee, Academic Senate, Guild, CSEA
Timeline: September, annually
Budget implications: TBD

Strategy 4: Clarify, develop, monitor and provide all groups (classified, faculty, administrators) with training for the evaluation process that will be developed and refined in consultation with the Academic Senate and within the collective bargaining process.
Assessment for Strategy 4: The evaluation process for all employees (classified, faculty and administrators) to be completed on a timely and regular basis as specified by either of the employees' collective bargaining unit, contract or administrative regulation. Training will be provided for all managers who conduct evaluations.
Agency: Office of Human Resources, Faculty and Classified bargaining units, Academic Senate
Timeline for completion: Fall 2008
Budget implications: TBD

Strategy 5: Improve the recruitment, hiring, selection, and retention processes by conducting exit interviews of all employees leaving the college in an effort to recruit and retain a more diverse workforce, and selected entrance evaluations.
Assessment of Strategy 5: Track answers to exit and selected entrance evaluations to determine if recruitment, hiring, selection, and retention processes reflect diverse hiring and promotion procedures.
Agency: Office of Human Resources, Faculty and Classified employee unions
Timeline completion: begin Fall 2008
Budget implications: no new costs

Strategy 6: Encourage division life by ensuring that faculty employed in the same department will have offices located near each other when practical.
Assessment for Strategy 6: Develop a comparison survey of different divisions in both models. Events and activities will be organized in order to promote collegiality and improve division life.
Agency: Vice Presidents of Instruction, Administrative Services, and Student Services, Academic, Student and Administrative Affairs
Timeline for completion: on-going, beginning in 2009
Budget implications: TBD

Strategy 7: Support and encourage morale in non-instructional departments and among classified employees by organizing events and activities to promote collegiality and

improve conditions at the work place.
Assessment of Strategy 7: Develop a satisfaction survey of participating and non-participating groups.
Agency: Vice Presidents of Administrative Services and Student Services, Student and Administrative Affairs.
Timeline for completion: on-going, beginning in 2009
Budget: TBD

Strategy 8: Promote professional development to enhance disciplinary knowledge and teaching/delivery methods via support for conferences, sabbaticals, etc.
Assessment of Strategy 8: Develop a survey of faculty needs and of current support in the professional areas and demand professional development in the disciplinary areas.
Agency: Staff Development
Timeline for completion: January 2009 and on-going
Budget: TBD

Strategy 9: Support and encourage morale for classified employees by organizing events and activities to promote collegiality and improve conditions at the work place.
Assessment of Strategy 9: Develop a satisfaction survey of participating and non-participating groups.
Agency: Vice Presidents of Administrative Services and Academic, Student and Administrative Affairs.
Timeline for completion: on-going, beginning in 2009
Budget: TBD

Citation: Campus Views 2008, Goals 7 Faculty & Staff Excellence & Goal 10 Technology; SWOT Analysis, 2007

MANAGEMENT EFFICIENCY AND EFFECTIVENESS

GOAL 8: Improve administrative efficiency and effectiveness and fiscal stability.

Objective 8.1: *To assure student success* and to provide the faculty, staff, administration with the support they need to assure that success, the College must be run efficiently and cost effectively.

Strategy 1: Analyze the campus operations to establish how resources may be more effectively allocated.
Assessment of Strategy 1: Evaluate enrollment management, staffing and facilities utilization to determine areas where efficiency and increase effectiveness can be realized.
Agency: Vice Presidents of Instruction, Student Services, and Administrative

Services, and Taxonomy of Programs (TOPS) code managers
Timeline for completion: June 2010
Budget implications: no new cost; potential savings

Strategy2: Develop and implement multi-year Educational and Student Services Plans, Technological, Facilities and Human Resources Plans so that budgets can be prepared and appropriate funds allocated. (See Goal 3 for details on developing the Educational Master Plan.)
Assessment for Strategy 2: a collection of plans that are all linked to budget
Agency: Vice Presidents of Instruction, Student Services, Administrative Services, Academic Affairs, Student Affairs, Administrative Affairs.
Timeline for completion: June 2010
Budget implications: no new costs

Strategy 3: Develop and implement a Sustainability Plan that will result in reduced utility costs. Identify the extent to which the College has moved to become a sustainable institution and plans that will further increase our commitment to sustainability by:

a. identifying ways in which to more efficiently use electricity, heat, and other forms of energy and introduce programs to reduce these.
b. developing an office that will monitor sustainability matters
c. working with the faculty and staff to develop programs that support the College's goal to institute sustainability curriculum development in coordination with the Sustainability and the Career and Technical Education plans.

Assessment for strategy 4: develop a grant process
Agency: Vice Presidents of Instruction, Student Services, Administrative Services, Academic Affairs, Student Affairs, Administrative Affairs.
Timeline for completion: June 2009
Budget implications: no new costs

Objective 8.2: To *assure student success*, the College will establish a multi-year program to develop grants and external funding.

Strategy 1: Provide the College with a grants process that assists in identifying and applying for grants to cover costs not covered by the state and assists in meeting goals of the Strategic Master Plan.
Assessment for Strategy 1: creation of a functioning committee and the hiring of a grants officer
Agency: Vice President of Administrative Services, and appropriate campus committees
Timeline for completion: Fall of 2009
Budget implications: cost of hiring a grants officer

Strategy 2: Improve the coordination of grant applications to ensure that more grant

funds support the college's Strategic Master Plan goals.
Assessment for Strategy 2: same as Strategy 1.
Agency: Vice Presidents of Instruction, Student Services, Administrative Services, Academic Affairs, Student Affairs, Administrative Affairs and other appropriate campus committees
Timeline for completion: Fall 2009
Budget implications: cost of hiring a grants officer

Strategy 3: Work with the College's lobbyists in Sacramento and Washington, D.C. to maximize funding
Assessment for Strategy 3: increases in funding; workshops on grant writing
Agency: Vice President of Administrative Services
Timeline for completion: June 2010
Budget implications: no new costs

Citation: SWOT Analysis, 2007

GOAL 9: Improve the integration of the planning process.

Objective 9.1: Student success depends on systematic data collection of the College's many operations and planning that is based on the data collected and organized by the planning operations.

Strategy 1: Analyze the campus budget to establish how the various expenditures meet the goals of the Strategic Master Plan.
Assessment for Strategy 1: A report reviewing the previous year's budget to determine the alignment of expenditures with the Strategic Master Plan, annual goals and program review document.
Agency: Vice President of Administrative Services, TOPS code managers.
Timeline for completion: September 2009
Budget implications: no new cost

Strategy 2: Create an Institutional Coordinating Body to coordinate plans, collect annual summaries of resource needs from each plan (Educational Master Plan, Student Service Plan, Technology Plan, Facilities Master Plan, and Human Resources Plan), and forward these needs to the budget process.
Assessment for Strategy 2: Evaluate enrollment management, staffing and facility utilization to determine areas where efficiency and increase effectiveness can be realized.
Agency: Vice Presidents of Instruction, Student Services, Administrative Services, TOPS code managers.
Timeline for completion: June 2010
Budget implications: no new cost; potential savings.

Strategy 3: Integrate the use of data related to planning into all aspects of the Strategic

Master Plan goals and strategies
Assessment for Strategy 3: Complete a Strategic Master Plan that incorporates data and assessment measures.
Agency: Coordinators of the Strategic Master Plan
Timeline for completion: June 2009
Budget implications: no new costs

Strategy 4: Integrate research, planning and budgeting by requiring that requests for funding, all program expansion, and other expenses are supported by Program Review data and satisfy Strategic Master Plan goals.
Assessment for Strategy 4: Review funded budget requests to determine the relationship between funded items, Program Review data, and Strategic Master Plan goals.
Agency: Coordinators of the Strategic Master Plan
Timeline for completion: June 2009
Budget implications: no new costs

Strategy 5: Create an ongoing budget for the Strategic Planning function.
Assessment for Strategy 5: A budget to cover the costs of planning, including retreats, guest speakers, and other related expenses.
Agency: Vice President of Administrative Services, Coordinators of the Strategic Master Plan
Timeline for completion: June 2012
Budget implications: TBD

Citation: SWOT Analysis, 2007

GOAL 10: Upgrade the college's information technology infrastructure and its management information system.

Objective 10.1: To maximize student success, the College will improve technology governance, planning, coordination and implementation to support the educational program as well as student and administrative services.

Strategy 1: Update the technology master plan to align the goals with the Strategic Master Plan and the Educational Master Plan
Assessment for Strategy 1: Annual review of the technology plan for alignment with the Strategic Master Plan and the Educational Master Plan
Agency: Associate Vice President of Informational Technology Services (ITS), Campus Computer Coordinating Committee (CCCC), Technology Mediated Instruction (TMI), Technology Mediated Services (TMS), Library
Timeline for completion: Spring 2009
Budget implications: May impact annual budget requests and augmentation

Strategy 2: Implement and support the PeopleSoft student module to integrate with the Oracle.

Assessment for Strategy 2: Implementation of the PeopleSoft module; integration of the module with the Oracle financial and ERP systems.
Agency: Associate Vice President of ITS, CCCC, PeopleSoft Steering Committee
Timeline for completion: Summer 2010
Budget implications: Funded with Measure G Reserves

Strategy 3: Upgrade and maintain information technology infrastructures that support the educational program as well as student and administrative services.
Assessment for Strategy 3: Program Review; Surveys
Agency: Associate Vice President of ITS
Timeline for completion: Ongoing
Budget implications: Annual budget proposal for implementation of key initiatives

Strategy 4: Examine and revise the organizational structure of Information and Technology Services and Academic Technology to improve their coordination in the delivery of services to meet the evolving needs of college constituents.
Assessment for Strategy 4: Program Review, Surveys, Technology-Related Program Review Data, Annual Budget Evaluation
Agency: Associate Vice President of ITS, CCCC, TMI, TMS
Timeline for completion: Summer 2009
Budget implications: May impact annual budget requests and augmentation

Strategy 5: Explore new and develop existing technology so that it maximizes the benefits to student success by providing students with new resources, keeping the faculty and staff up-to-date.

Assessment for Strategy 5: Report on new technology with a budget proposal to establish costs that will be reviewed by the appropriate committees; student success data
Agency: Vice President of Administrative Services, Associate Vice President of ITS, CCCC, TMI, TMS
Timeline for completion: June 2010 data
Budget implications: Annual budget proposal for implementation of key initiatives

Strategy 6: Protect and secure the integrity of the college's computing resources and data
Assessment for Strategy 6: Develop and implement a security policy & a disaster recovery plan.
Agency: Associate Vice President of ITS, CCCC
Timeline for completion: June 2009
Budget implications: Annual budget proposal for implementation of key initiatives