

Request for Institutional Change

Introduction

Glendale Community College (GCC) is the second largest college in the Maricopa County Community College District (MCCCD). The Maricopa Community College District is comprised of 10 public colleges, two skill centers and satellite locations. GCC opened in 1965 and was one of the first colleges built after the Maricopa District was established in 1962. A 1984 bond initiative provided funding to purchase a 75-acre tract at 57th Avenue and Happy Valley Road for a future educational site. A 1994 bond initiative provided a further \$2 million for construction on 10 acres at this location. In 1999, construction of GCC North site began, and in the Fall of 2000, Glendale Community College North (GCC North) extension opened its doors to 839 students.

The GCC North service area includes the cities of Phoenix, Peoria, and Glendale as well as the rapidly growing communities of Anthem, New River and Black Canyon City (Appendix A). The site was developed in a unique collaboration with the Deer Valley Unified School District (DVUSD), which operates the Northwest Education Center (NEC), an 11th and 12th grade level high school on the GCC North premises. GCC North and DVUSD each occupy approximately 10,000 square feet of building space. GCC North has seven dedicated classrooms (7,000 square feet) and shares 3,000 square feet of administrative/student services space with DVUSD. The term of the original five-year contract between the two educational institutions has been revised and extended for a period of two years.

In March 2002, the Higher Learning Commission – North Central Association (HLC-NCA) visited GCC and GCC North as part of a comprehensive evaluation for continued accreditation. Following their accreditation visit, the HLC-NCA Team cited the expansion of the North site as an institutional strength, describing it as “well conceived and executed, providing expanded access to residents of the community” (Report of a Visit to Glendale Community College, 2002, p.70).

1. Description of a change that has occurred.

(a) The specific change that has occurred – As a consequence of increased enrollment and course offerings, GCC North now offers at least 50 percent of the courses that lead to a degree. In response to NCA recommendations (pp. 56, 72, 77), and HLC policies (Handbook of Accreditation, section 7.2.), Commission approval is being requested by GCC to extend accreditation to include the increased course offerings at GCC North.

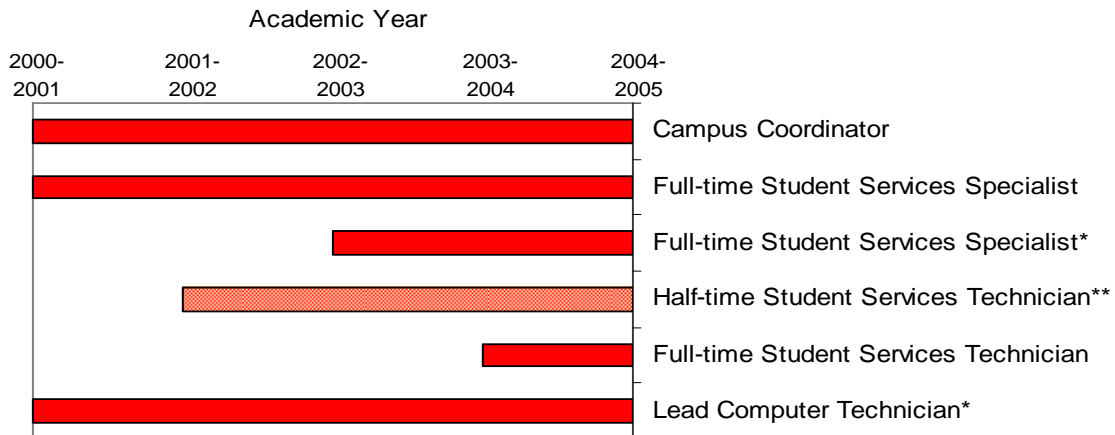
Service area growth, increased enrollment, and student and community requests were the driving forces behind the North site’s enhanced curriculum offerings. GCC North,

however, will remain an extension of the main campus, continuing under GCC as the sole, accredited degree-granting institution.

(b) The outcomes from this change - Expansion of curriculum offerings at the GCC North site has enabled the college to continue to serve one of the fastest growing locations in the Phoenix Metropolitan Area. Population growth in the Northwest Valley has grown from 141,639 in 1990 to 265,393 in 2000. Projections based on Maricopa Association of Governments (MAG) data indicate that service area growth will exceed 400,000 residents by 2010. Fall semester unduplicated headcount has increased by 89 percent over 4 years (from 839 in 2000 to 1,582 in 2003). Spring semester unduplicated headcount has grown 54 percent over 4 years (from 1,033 in 2001 to 1,587 in 2004). Annual Full Time Student Equivalency (FTSE) has increased 93 percent (from 268.6 during 2000-2001 to 517.5 during 2002-2003), generating increased state funding for the College. Course offerings have increased correspondingly, from 79 in Fall 2000 to 139 in spring 2004. As enrollment continues to grow, and site expansion activities are realized, more classes and additional curriculum will be possible.

Staffing has also increased since the site first opened. GCC North began with two full-time employees, one Site Coordinator and one Student Service Specialist. The site is currently supported by six MCCCCD Governing Board approved employees. Staffing changes since 2000 are depicted at Figure 1.

Figure 1: GCC North Staffing 2000-2005



* This position is funded by main campus

** This position will become full-time 2004-2005

Office hours have been extended over the years to support increased enrollment and instructional activities. The Administrative Services Building is open and staffed to support the needs of faculty and students from 6:30 a.m. to 8:00 p.m. Monday through Thursday, 7:00 a.m. to 6:30 p.m. Friday, and 8:00 a.m. to 12:00 p.m. Saturday. In Fall 2000, GCC North provided the following student services: COMPASS and ASSET

placement testing, academic advising, registration, cashier services, limited financial aid services, limited library services (on-line reference) make-up testing and career counseling services. GCC North has since added mentoring, college safety services, math and chemistry tutoring and media courier services.

(c) The impact of this change on the organization's current mission, the numbers and types of students served, and the breadth of educational offerings - GCC North assists the GCC main campus in accomplishing its mission and strategic goals. These include: providing safe, convenient physical access for Northwest Valley residents; providing general transfer, developmental and limited workforce development instruction; creating dynamic learning environments for all students; and developing a strong identity for the college. Geographically, GCC North is able to reach a segment of the Northwest Valley population that has not had the option of taking college courses at a convenient location. GCC North demographics differ only slightly from those attending the main campus and reflect the demographics of the surrounding community (Appendix B).

GCC North supports the GCC mission to address the higher education needs of its community. Its curriculum and student services assist students in meeting their educational goals. Criminal Justice Studies, Fire Science, university transfer courses (e.g., laboratory sciences, social behavior, humanities and awareness areas), non-credit special interest classes, and personal development curricula (e.g., career exploration and physical education) have experienced the most significant growth. A full list of course offerings since 2000 is at Appendix C.

(d) The Commission's policy/policies relevant to the change that occurred - Change in educational sites (policy 1.C.2.c)

2. Factors that led the organization to this change.

(a) The relationship between the change that has occurred and ongoing planning - In response to GCC North students, the Northwest Valley community and DVUSD, course offerings have increased by 80 percent (79 from Fall 2000 to 143 Spring 04). Initial course offerings were derived from an analysis of course-taking patterns at MCCCCD community colleges for students residing in the zip codes of GCC North's service area. Additional general education courses were selected from the list of the 25 most popular courses meeting the Arizona General Education Core (AGEC) requirements. Ongoing planning involves three main activities:

- Enrollment Management and Needs Assessment - Educational offerings and enrollment statistics are evaluated by the Dean of Student and Community Services, GCC department chairpersons, and the GCC North Site Coordinator each semester. Surveys are also administered to students, faculty and community and complement the evaluation process. Enrollment management and needs

assessment are critical components of the annual planning and budget and strategic planning processes.

- Collaborative Planning with DVUSD - The GCC - DVUSD partnership encourages students to continue their education after high school. Concurrent classes, dual enrollment options and discipline specific articulation agreements (e.g., CISCO Networking) exist at GCC North. All focus on building “career pathways” for students to follow, making the transition from high school to college seamless. Regular meetings occur between GCC and DVUSD to discuss future plans, and agreements are reviewed and updated annually.
- Master Planning - In January 2002, DWL Architects + Planners, Inc., was contracted to prepare a master plan for the main campus for the period 2003- 2023. Due to limited funds, GCC North was not included in this effort. Following publication of the Master Plan 2003-2023, the MCCCCD directed all colleges to prepare a list of construction and renovation projects for a possible bond initiative in November 2004. GCC North was included in this latter task, and the MCCCCD later allocated \$23 million to accomplish GCC North projects (Appendix D). A formal master plan for the GCC North site is planned.

(b) A description of the needs analysis related to the change that has occurred - As part of GCC’s commitment to serve its growing service area, student and faculty surveys are administered annually. In addition, the community is afforded the opportunity to respond to a survey printed in the schedule of classes or to submit comments to the suggestion box located on the North site. Survey responses are used to improve curriculum, student services and facilities. Survey instruments and a compilation of the most recent survey results are provided in Appendix E.

In response to a growing need for additional space, GCC developed a list of projects for a possible bond initiative in November 2004. Faculty and staff participated in the development of a prioritized list of projects during several retreats conducted from June to September 2003. Information on proposed construction and renovation projects for GCC North was later presented at the Fall Convocation and is available in the John F. Prince Library (main campus), at the GCC North site, and on the College’s web site. An Executive Summary is at Appendix D.

(c) Constituents involved in the development of the change that has occurred - The enhanced course offerings are a direct result of feedback and involvement from a vast number of constituents of the GCC North service area. There are four primary groups that have an impact on the direction in which curricula are offered at GCC North:

- GCC Leadership – The GCC President, Dean of Student and Community Services, administrators, department chairpersons, and faculty all plan and direct the growth that has occurred at GCC North. Planning retreats and the integration of GCC North into all planning and budget activities reflect the “One College - Two Sites” approach to management, and the delivery of instruction and services.

- DVUSD – High school administrators and staff participate in planning meetings at GCC North each semester. In addition, the high school holds special events at the site (e.g., high school open house, parent-teacher night, and community campus improvement committees) to facilitate communication between GCC, DVUSD and the community.
- Faculty and Students – Faculty and staff are regularly surveyed to improve instruction, student services and the operation of the GCC North site.
- Community – During the early planning for the GCC North site, community town halls and surveys helped determine the site’s architectural style and initial curriculum. GCC North continues to sponsor events (e.g., open house, high school preview days, career fairs, and festivals) on and off the GCC North site, allowing for community input toward the development of additional courses and improvement of site operations.

3. Approvals that were obtained to implement the change that has occurred.

(a) Internal approvals - The Dean of Student and Community Services provides oversight of the course curricula being offered at the North site. Each semester the GCC North scheduling committee convenes to discuss and plan curriculum and courses that will be offered in upcoming semesters. The committee consists of the Dean of Student and Community Services, GCC North Site Coordinator, all department chairs and some faculty members (Appendix C).

Budget requests for additional staff and instructional resources are prepared by the Site Coordinator, in coordination with the Dean of Student and Community Services, GCC department chairpersons and unit managers, and are submitted as part of the College planning and budget process each Fall (see Figure 1, and Question 5.d).

(b) External approvals - Due to the nature of the partnership and the contract between DVUSD and GCC, approvals are required on an ongoing basis. Annual meetings are held at GCC North with the DVUSD superintendent and appropriate administrators involved with the operation of the high school (NEC) located on the GCC North site. To date, the contract has been amended twice. MCCCCD approves all amendments. In February 2004, the Maricopa Community College Governing Board approved action item *Extension of Contract between Deer Valley School District and Glendale Community College* for an additional two-year term (Appendix F).

A component of the contract with DVUSD allows the College to offer dual enrollment courses at the NEC. Permission to offer dual enrollment courses involves MCCCCD, DVUSD and the Arizona legislature. Agreements are renewed each year and approved by the college and MCCCCD General Counsel. Monitoring reports are submitted to

MCCCD and the Arizona legislature each year. A sample dual enrollment agreement is provided at Appendix G.

4. Challenges as identified by the last HLC team visit.

(a) Challenges related to the change that has occurred - No specific challenges were identified during the March 2002 Accreditation Visit report, although HLC-NCA reminded the College of Commission policies regarding changes in curriculum at off-campus sites. This Request for Institutional Change addresses paragraph 1.C.2.c of the Handbook of Accreditation.

(b) How the organization is addressing the challenge - Commission approval is being requested by GCC to extend accreditation to include the expanded curriculum at GCC North. GCC North now offers at least 50 percent of the courses that lead to a degree. The GCC North site will continue under GCC as the sole, accredited degree granting institution.

5. How the organization plans to sustain the change that has occurred.

(a) Involvement of faculty and staff - Curriculum development and oversight, evaluation of instruction, and assessment of learning outcomes are managed by GCC department chairpersons and faculty. Faculty evaluation plans and evaluations are conducted in accordance with the Residential Faculty Policy Manual, by the appropriate faculty member(s), department chairperson and Dean of Instruction. Students provide feedback regarding teaching or service area performance via regularly administered questionnaires.

Assessment of student success occurs at three levels: College-wide academic achievement, program-level assessment, and course-level assessment. GCC faculty are responsible for developing assessment activities for GCC North in the same manner as for GCC's main campus.

Student services managers and the GCC North Site Coordinator attend monthly meetings to discuss various student services activities and operations. The Student Services group is responsible for strengthening the enrollment process by integrating systems, policies, and services to enhance student learning and retention. This mission is codified in an Action Plan to support the College's Strategic Plan (Appendix H).

(b) The administrative structure of the site - GCC adheres to a "One College - Two Sites" management philosophy. The organizational structure of the site and the relationship with GCC and DVUSD is described in Appendix I. GCC North is managed by a Site Coordinator, who reports directly to the Dean of Student and Community Services, located at GCC's main campus. The Site Coordinator works with the appropriate Dean, department chairperson or unit manager in responding to instructional, student services or administrative services issues. GCC Safety Officers are supervised by

the site coordinator, but managed and trained by the College Safety Office at GCC Main. The Lead Data Technician is supervised by the Site Coordinator, but budgeted and managed by the Director of Instructional Computing on the GCC main campus. The Site Coordinator supervises all other employees at GCC North. As enrollment continues to increase, additional administrative staff and support will be requested through the College's budget process.

(c) Learning resources and support services - The following services are available at GCC North on a full-time basis: COMPASS and ASSET placement testing, academic advising, registration, new student orientations, and mentoring. The following services are also available at scheduled times:

- Financial Aid - services are available on a first-come, first-serve basis, Tuesday through Thursday, from 8:00 a.m. to 4:00 p.m.
- Career Counseling - services are offered every other Saturday from 8:00 a.m. to 12:00 p.m., during the Fall and Spring semesters. During the summer months the campus is closed on Saturday and the counselor works every other Tuesday from 3:30 p.m. to 7:30 p.m.
- Cashier Services - cash payments cannot be accepted, as there is no security vault on site; however, students can pay tuition and fees using credit card, check or money order.
- Enrollment Services - a variety of enrollment transactions are handled at the main campus due to the limited number of staff and space at GCC North. However, some enrollment functions such as unofficial and electronic official transcripts, special admissions, transcript evaluations, repeated course forms, withdrawals, and grade rosters are handled by the GCC North staff. Overall enrollment authority and certification remains the responsibility of the Sr. Associate Dean for Enrollment Services at the GCC main campus.
- Library Services - GCC has extensive online learning resources and support that are accessible from the North site's computer labs and the student pod located in the administration offices. From the library home-page (www.gc.maricopa.edu/lmc) students can access Librarians Online, a collaborative virtual reference service of the Maricopa County Community College District. Librarians from all MCCCDC colleges are available online, in real time, to assist students, faculty, and staff with any information needed. This service is available Monday-Thursday 9:00 a.m. to 3:00 p.m. and Fridays 9:00 a.m. to 1:00 p.m. Also, GCC subscribes to many online, searchable databases of scholarly journals and other periodicals. See <http://www.gc.maricopa.edu/lmc/periodicals.html> for a full list of databases available. In addition to these resources, students can learn how to evaluate information they find on the web and link to many other web resources through

the library's Internet Resources page
http://www.gc.maricopa.edu/lmc/research_assistance.html.

At the request of faculty, librarians travel to the North campus to teach students how to access, evaluate and use online resources. These orientations are held in the computer lab at GCC North. Additionally, books and media resources can be requested by faculty and delivered by a specially designed courier service to the North site.

- Tutoring - is available for math and chemistry students Monday through Thursday from 11:30 a.m. to 12:30 p.m.
- Food Service - vending machines are available on site.
- College Safety - has been increased to cover four days a week, Monday through Thursday from 10:00 a.m. to 2:00 p.m. and four evenings per week, Monday through Thursday from 7:00 p.m. to 10:00 p.m.
- Disabled Student Resources - Disabled Student Resources works with the GCC North site coordinator. When special needs students have requests, note taking, scribing and extended test-taking accommodations are available.
- Faculty Offices - one office is available for faculty to conduct scheduled office hours or meetings with students.
- Computer Commons - two classrooms are equipped with 24 computers each. Seven computers are available in the administration area for use by faculty and staff. The NEC maintains a Computer Aided Design lab and 24 additional computer stations. Use of NEC facilities and equipment must be coordinated each semester.
- Study Areas - students have access to outdoor tables and benches and to the administrative conference room (when not scheduled for meetings).

Services that are not available at GCC North include: veteran affairs/services, multi-cultural services, bookstore, assigned faculty offices, international students' center, job placement, student life, writing center, fitness facilities, and a cafeteria. See Appendix J for additional details on the types of students served, student service growth and Student- to- employee ratios.

(d) Financial documentation supporting the change that has occurred - GCC North was constructed for \$2 million and opened in Fall 2000 with a dedicated operating budget of \$272,611. Budgeting for the site is multi-faceted and accomplished in collaboration with the instructional departments and six budget subcommittees (Faculty, Instructional,

Computer Resources, Student Services, Facilities, and College-Wide Services). Additionally, some costs are shared with the DUVSD.

- Operational Budget - Each fiscal year, the GCC North Site Coordinator coordinates with Instructional, Student Services and Administrative Services department managers as they prepare staffing and operational budget requests for their respective areas. Requests are based on enrollment trends, historical costs and projected needs. The site budget is submitted to the College-Wide Services Budget Subcommittee for review and prioritization. Items pertinent to instructional support, computer resources, student services, and facilities are separated and forwarded to respective subcommittees for prioritization, and then to the President's Budget Advisory Committee for inclusion in the College's annual budget. Since opening in 2000, the GCC North operating budget has increased from \$272,611 to \$312,477 in 2003-2004 (Appendix K).
- Faculty and Staff - Faculty positions are managed by each instructional department and are not a part of the GCC North budget. Based on enrollment data, department chairs present new faculty requests to the Faculty Subcommittee 18 months in advance, to allow sufficient time to recruit a qualified and diverse faculty. The President's Budget Advisory Committee determines the number of new faculty positions to be hired for the coming fiscal year. The Faculty and Staffing Subcommittee decides the disciplinary prioritization for the coming fiscal year. Decisions from both committees are used to advertise and hire new faculty. Faculty hired may have teaching responsibilities at either site. The number of participating faculty at GCC North has increased from 47 (Fall 2000) to 103 (Spring 2004).

GCC North professional staff requests are submitted by the responsible departments in coordination with the GCC North Site Coordinator (e.g., Computing Resources would request Computer Lab Associates; an advisor position would be requested by Academic Advisement). The Site Coordinator is responsible for the supervision of all GCC North staff while on site. As growth has taken place, GCC North has increased both its staff and hours of operation to better serve students, faculty and the community (Figure 1).

- Instruction, Computer Resources and Student Services Support – Most instructional support, computing resources and student service requests are submitted to respective budget subcommittees by GCC's instructional departments. Following prioritization, subcommittee budgets and requests are presented and evaluated by the President's Budget Advisory Committee, who decide final allocations. Since its opening in 2000, instructional equipment support, computer resources and student services have all increased (Appendix K).
- Facilities Maintenance – Building maintenance and additional signage are included as part of the main campus' Maintenance and Operation Department

budget submission. Special site renovations are submitted to the Facilities Subcommittee for cost estimates and prioritization.

- Cost Sharing - The contract between GCC and DVUSD includes a “cost-share” component regarding facility utilities, landscaping, custodial services and supplies. GCC and DVUSD provide the Fiscal Offices of each organization with quarterly invoices of expenses incurred. Projected facility and equipment costs have been included in the GCC North budget since the site opened. Quarterly invoices and the budget history account (Appendix L) provide a snapshot of the increases that have occurred and remaining balances. The contract is modified annually following DVUSD/GCC cost share meetings.
- Printing and Forms - The GCC main campus absorbs all printing costs for the Schedule of Classes and postage for mailing to service area residents. College Advancement Services allocates part of its budget to resource advertising and marketing expenses related to the GCC North site. Admissions, registration and other college wide forms are supplied by individual departments on the main campus
- Special Revenue - Revenue from room rentals is managed between the Office of Student Life, the Institute of Business and Technology, Cashiers and the GCC North site coordinator. All revenue is returned to the GCC North general supply account for use by the site (Appendix M).

GCC North has reached approximately 75 percent of its capacity. Classroom availability is now limited to late afternoons. As of the date of this document, the Governing Board is contemplating a capital bond initiative for November 2004. Should the district proceed with a bond initiative in November, and voters support the initiative, GCC North will be allocated \$23 million for construction and renovation projects. Projects include construction of four single-level buildings, totaling 74,000 square feet, the addition of 500 parking spaces, and upgrade of technology resources (Appendix D).

Without additional capital funds, GCC North will be limited to its present operating budget allocations. Enrollment growth and course offerings will be limited to what can be accommodated using existing facilities. Budget requests would continue to be submitted through the College’s planning and budget process.

(e) The timeline in which the change occurred - Fall of 2000 to Spring 2004.

6. Strategies used to evaluate the change that has occurred.

(a) Measurements used to document the achievements of the outcomes - Each semester, surveys designed by the Dean of Student and Community Services and the GCC North Site Coordinator are administered to faculty and students to ensure that the student population and faculty are satisfied with GCC North services and resources. Comments from all surveys are taken into consideration each fiscal year and site

improvements have been implemented based on survey respondent suggestions: e.g., increased safety and lighting on campus; additional signage in faculty and student parking lots; darker tinting on windows in rooms where media equipment is used; more projector systems for classrooms; orientations for faculty new to GCC North; and increased course offerings. Surveys will continue to be administered to ensure that the highest quality services are offered. Proposals for future fiscal year budgets will continue to be supported by historical data and surveys (Appendix E). The Site Coordinator and Dean of Student and Community Services will continue to monitor enrollment to ensure that the curriculum offered meets student and community needs.

(b) How student learning assessment is integrated into the assessment program -

Assessment of student learning occurs at three levels: (1) College-wide assessment of general education, (2) program-level assessment of student achievement, and (3) course-level assessment. GCC faculty are responsible for developing all assessment activities. A full range of assessment tools is employed, including: pre-tests and post-tests, student portfolios, and national and state certification instruments.

College-Level Assessment of General Education is coordinated by the College-wide Academic Achievement Committee (CWAAC). The committee consists of faculty, the Director, College Research Services and the Dean of Instruction. CWAAC is responsible for identifying the core and secondary learning outcomes of graduating students, and administers the annual assessment of graduates each Spring. Students attending GCC North are invited and participate in the College's annual assessment of core and secondary outcomes. Results are not reported separately, but as part of the College's profile for a particular academic year. A *Report to the Faculty* is published each Fall semester (Appendix N) and used to improve student learning in the outcome areas.

GCC North faculty conduct the same course and program-level assessments as faculty at the main campus. The College uses the Nichols and Nichols Five-Column model (Appendix O) to monitor program level achievements. Results are reported to the respective department chairs and Deans of Instruction and used to improve student learning. Assessment results at all levels are important to the strategic planning and budget processes.

Summary

GCC North's service area population, enrollment, curriculum and support systems have undergone significant growth and enhancement since opening in Fall of 2000. The site now delivers over 50 percent of the curriculum required for an Associates degree. It delivers essential student services with a limited staff, participates in budget development, strategic and master planning with the main campus, and continually assesses a wide constituency to improve instruction, instructional support, student services and student learning. The Glendale Community College main campus will remain the HLC-NCA accrediting institution, last evaluated in 2002.

Appendices

- A. GCC North Service Area
- B. Student Demographics
- C. Course Offerings 2000-2004
- D. GCC North Prioritized Projects List – Executive Summary
- E. Survey Instruments and Data
- F. GCC - DVUSD Inter-Governmental Agreement and Extension
- G. Sample IGA-Dual Enrollment Courses
- H. Action Plan-Student Services Model
- I. Organizational Charts
- J. Student Services, Employee/Student Ratios and Special Populations
- K. Budget - Operating Budget/Proposals/Approvals 2000-2005
- L. Budget - Cost Share Quarterly Invoices (four-year history)
- M. Budget - Revenues
- N. College-Wide Assessment 2003 - *Report to the Faculty*
- O. Program Assessment - *Five-Column Model*