



FY 2009-10 Operational Plans

College / District Unit: Glendale Community College			
Strategic Direction: Maximize stakeholder ACCESS to the Maricopa Colleges' facilities, programs, and services.			
Strategic Goal	Measurable Outcome	Target Years	Responsible Person
1. Respond to changing demographics and needs of the community.	Continue to use and assess Education Dynamics (formerly GoalQuest), a consultant service for recruiting, retention, parent guidance; web based program.	2009-2010	VP-Student Affairs
	Continue to enhance functionality of New Student Information System and reduce reliance on shadow systems.	2009-2010	VP-Student Affairs
	Monitor eligibility for Hispanic Serving Institution status.	2009-2012	VP-Student Affairs
2. Enhance and expand access to instruction, student and administrative services.	Enhance guaranteed schedule offerings for GCC and GCC North.	2009-2010	VP-Academic Affairs
	Develop comprehensive university transfer program for GCC North.	2009-2010	VP-Student Affairs
	Expand scope of employee orientation programs.	2009-2010	VP-Administrative Services
3. Strengthen partnerships with local businesses, industry, educational institutions and governments within the community.	Partner with Western Maricopa Tech Prep Consortium to offer high school/college faculty instructional workshops and summer bridge programs.	2009-2010	Dean of Instruction Business and Tech.
	Expand partnerships with Western Maricopa Education Center to offer CTE classes to West Valley high school students.	2009-2010	Dean of Instruction Business and Tech.
	Expand dual enrollment programs in West Valley high schools.	2009-2010	Dean of Instruction Business and Tech.
4. Continue development of off-campus sites, programs and services.	Continue Communiversity agreement for 2009 curriculum offerings in Surprise, AZ (in collaboration with Rio Salado College).	2009-2010	VP-Student Affairs VP-Academic Affairs
5. Provide student, faculty and staff access to leading edge technology.	Continue President's Strategic Technology Review Team, a forum for implementing GCC Technology Assessment Report and surfacing new technology concepts.	2009-2010	VP-Information Technology
	Update and implement College's computer workstation and projection systems acquisition and distribution plans.	2009-2010	VP-Information Technology
	Assess/refine Technology Strategic Plan and reorganization.	2009-2010	VP-Information Technology
	Continue BOEXI report development for use by College departments.	2009-2010	Director-College Research Services



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Strategic Direction: Promote and support opportunities for students by enhancing learning environments and delivery options, student retention and success strategies and quality teaching and learning. DYNAMIC LEARNING ENVIRONMENTS			
Strategic Goal	Measurable Outcome	Target Years	Responsible Person
1. Encourage and support faculty innovation in curriculum development and instructional delivery.	Enhance the role of the Faculty Connection Center.	2009-2010	VP-Academic Affairs
	Expand/refine First Year Experience program.	2009-2010	VP-Academic Affairs
	Develop training programs for new versions of Blackboard.	2009-2010	VP-Information Technology
2. Develop student services as dynamic, out of class learning environments for students, with creative delivery options and procedures.	Enhance orientation programs for students and parents.	2009-2010	VP-Student Affairs
	Continue Associated Student Government involvement in College activities (i.e. Master Planning, Marketing).	2009-2010	VP-Academic Affairs
3. Advance the technological standard for the 21st century "classroom" and workplace, to provide maximum flexibility and learning opportunities.	Develop Five Year Plan for the remodeling, equipping and furnishing of all classrooms. Continue standardization efforts regarding furnishings and the color palette.	2009-2010	VP-Administrative Services
	Incorporate all media systems and furnishings into Information Technology requirements for future capital bonds requests.	2009-2014	VP-Information Technology
	Develop plans for future Athletic/Fitness & Wellness Complex.	2009-2010	Dean, Institutional Planning
4. Strengthen the links between library/technology resources and classroom instruction.	Digitize Library resources/archive.	2009-2010	VP-Academic Affairs
	Develop library collection for GCC North.	2009-2010	VP-Student Affairs
5. Encourage and support the expansion of successful assessment strategies, including student academic achievement and satisfaction with student services, to improve student learning and development.	Continue annual assessment of graduates in core learning outcomes. Include Gen Ed Cohort every third year (next 2009)	2009-2012	VP-Academic Affairs
	Continue to advance assessment activities in course and program offerings.	2009-2012	VP-Academic Affairs
	Conduct assessment of Technology Literacy (SAMS).	2009	VP-Academic Affairs
	Conduct assessment of Information Literacy (SAILS).	2009-2010	VP-Academic Affairs
	Prepare for Noel-Levitz Student Satisfaction Survey. Next administration 2011.	2009-2011	VP-Student Affairs
	Conduct Administrative Services Customer Satisfaction Survey.	2009-2010	VP-Administrative
	Conduct Program Review of all instructional programs.	2009-2010	VP-Academic Affairs
	Conduct Information Technology Satisfaction Survey.	2009-2010	VP-Information Technology
Publish Comprehensive Assessment Report for college.	2010-2011	ALL	



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Strategic Direction: Enhance internal COLLABORATION and increase external partnerships.			
Strategic Goal	Measurable Outcome	Target Years	Responsible Person
1. Evaluate, expand and enhance partnerships with educational institutions, businesses, industries and governmental and community agencies.	Expand ACE+ Program to 500 students from five high school districts.	2009-2010	VP-Student Affairs
	Continue Communiversity agreement for 2009 curriculum offerings in Surprise, AZ (in collaboration with Rio Salado College).	2009-2010	VP-Student Affairs
	Implement joint educational agreements w/NAU to offer Bachelor's degrees.	2009-2010	VP-Student Affairs
	Expand Dual Enrollment program with West Valley high schools.	2009-2010	VP-Academic Affairs
	Continue use agreement/partnership with Glendale Regional Public Safety Training Center.	2009-2010	VP-Academic Affairs
2. Promote interdisciplinary partnerships among college departments/units.	Create Human Resources Advisory Council to identify, prioritize and provide input into strategies for college wide HR issues.	2009-2010	VP-Administrative Services
	Continue use of Project Management Team approach to manage college level construction/remodel initiatives <\$10K.	2009-2010	VP-Administrative Services
3. Capitalize on the synergy of centralized and decentralized financial, physical and human resources within the district.	Continue evaluation of new Student Information System and enhance functionality. Continue staff training.	2009-2010	VP-Student Affairs
	Continue collaboration with MCCC, county and state emergency response agencies to prepare College for emergency response.	2009-2010	VP-Administrative Services



FY 2009-10 Operational Plans

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Strategic Direction: Identify and pursue new and existing revenue sources while promoting cost effectiveness. RESOURCES FOR GROWTH			
Strategic Goal	Measurable Outcome	Target Years	Responsible Person
1. Assess and refine College budgeting strategies for the efficient use of resources and delivery of quality programs and services.	Explore budget strategies to successfully respond to reduced revenues, while maintaining College services.	2009-2010	President
2. Improve existing facilities and facility utilization for the efficient and productive use of learning and work spaces.	Enhance guaranteed schedule offerings for GCC and GCC North.	2009-2010	VP-Academic Affairs VP-Student Affairs
	Develop Five Year Plan for the remodeling, equipping and furnishing of all classrooms.	2009-2010	VP-Administrative Services
3. Develop Master Plan for future Surprise AZ site.	Request submitted to District Facilities Planning and Development for next Capital Bond.	2014	VP-Administrative Services
4. Communicate the needs and accomplishments of the College effectively in support of capital campaigns.	Keep all 2004 Capital Bond projects on time and on budget.	2009-2012	Dean of Institutional Planning
	Celebrate Capital Bond project milestones with appropriate communication and public ceremonies.	2009-2012	Dean of Institutional Planning
5. Enhance fundraising and development to support College needs.	Increase alumni program membership.	2009-2010	Director of Institutional Advancement
	Increase scholarship opportunities and investiture.	2009-2010	Director- Institutional Advancement
	Explore funding options for unfunded budget requests.	2009-2010	Director- Institutional Advancement
6. Develop grant opportunities and alternative funding for instructional and support initiatives.	Increase number of grant/alternative funding awards (i.e. Proposition 301, Computer Sciences-Engineering and Mathematics (CSEM), Helios Foundation (ACE+ support)).	2009-2010	President
	Increase external financial support/donations in support of selected Capital Bond projects.	2009-2012	ALL



FY 2009-10 Operational Plans

College / District Unit: Glendale Community College			
Strategic Direction: Recruit, develop and retain a quality diverse workforce. QUALIFIED AND DIVERSE WORKFORCE			
Strategic Goal	Measurable Outcome	Target Years	Responsible Person
1. Promote a culture of opportunity and climate of respect.	Address concerns of 2008 Climate Survey.	2009-2012	President/ALL
	Continue program of Campus Conversations and Employee/Constituency Group Listening Sessions.	2008-2010	President
	Continue publication of communications (i.e. President's Newsletter, Gaucho Gazette, Master Planning Updates, Administrative Services Newsletter).	2009-2010	ALL
2. Maintain safe and secure learning and work environments for students, faculty and staff.	Exercise Emergency Response Plan, conduct comprehensive, scripted exercise where EOC and alternate EOC are activated and community first responder partners are involved.	2009-2010	VP-Administrative Services
	Complete hiring of additional certified safety officers.	2009-2010	VP-Administrative Services
	Investigate/Install emergency phones in parking lots on GCC and GCC North campuses.	2009-2010	VP-Administrative Services
	Complete card access to 25 faculty office buildings and re-coring/re-keying of all exterior doors.	2009-2010	VP-Administrative Services
3. Develop additional strategies to recruit and retain diverse, highly qualified candidates for employment.	Continue to implement MCCCCD comprehensive internal program to train search committees.	2009-2010	VP-Administrative Services
	Conduct pre and post hiring assessment of all hiring actions, adjust training or committee structure.	2009-2010	VP-Administrative Services
	Monitor length of time from job posting to hire date—strive for 60 days or less.	2009-2010	VP-Administrative Services
4. Promote and enhance employee professional growth, training and mentoring opportunities.	Continue Training and Employee Development programs.	2009-2010	VP-Administrative Services
	Develop and refine Employee Orientation Programs.	2009-2010	VP-Administrative Services
	Conduct leadership retreats at multiple levels.	2009-2010	President and Vice Presidents



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Strategic Direction: Maintain a STRONG IDENTITY that reflects its role in and value to the community.			
Strategic Goal	Measurable Outcome	Target Years	Responsible Person
1. Strengthen identity and community awareness of GCC as a leader in teaching excellence, innovative technologies, student support, facilities, learning opportunities and student success.	Increase membership and participation on community councils and committees (i.e. Chambers of Commerce, Rotary Club, WESTMARC, Economic Development Councils).	2009-2010	President
	Continue to cultivate and expand the President's Circle.	2009-2010	President
	Install additional marquees and monuments.	2009-2010	VP-Administrative Services Director of Institutional Advancement
2. Strengthen GCC partnerships with the surrounding communities and Maricopa Community Colleges.	Further develop regional and district wide marketing strategies in support of "One Maricopa" initiative.	2009-2010	Director of Institutional Advancement
	Continue public relations and marketing efforts to promote GCC as a major contributor to the education of students and the community.	2009-2010	Director of Institutional Advancement



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Strategic Direction: Goals/Priorities that do not link to any strategic direction should be included on this form.			
Strategic Goal	Measurable Outcome	Target Years	Responsible Person
1. Monitor College strategic effectiveness.	Define and refine Key Success Indicators (KSIs) and targets.	2009-2010	Dir-College Research Services Vice Presidents
	Publish Key Success Indicators (KSIs) and targets via dashboards to monitor and enhance effectiveness.	2009-2010	Dir-College Research Services Vice Presidents
2. Develop strategic plans for all College units.	Refine department plans, cross referenced to the College Strategic Plan.	2009-2010	Vice Presidents
3. Conduct Program Review of all departments.	Review all instructional and administrative units. Initiate appropriate actions to improve efficiency and cost effectiveness.	2009-2012	Vice Presidents
4. Continue to implement recommendations of the Technology Assessment Taskforce Report (May 2006)	Improved provision of information technology services to the College.	2009-2012	VP-Information Technology
5. Prepare College for HLC-NCA Accreditation visit in 2012	Initiate planning/establish committee structure for Self Study.	2009	President
	Conduct Self Study.	2009-2012	HLC Steering Committee
6. Continue to review organizational structure and budget strategies.	Maximize organizational efficiency, resource use, and student success.	2009-2012	ALL