

Appendix B – Action Plan: College Advancement

Glendale Community College Action Plan: College Advancement

Responsible Person – George A. Martinez

Last Updated: 2/28/2006

| Strategic Direction - Strategic Goal | Objective | Expected Outcome | Who/When | Planned Activities | Status ¹ |
|---|--|--|--|---|---|
| Strong Identity - Goal 1; Qualified and Diverse Workforce - Goals 1, 3, Collaboration - Goal 2; Resources for Growth - Goal 6 | 1. Continue to develop an overall institutional advancement culture, mindset and model , customized to GCC. | Institutional advancement activities that are increasingly integrated, measured for results, and leveraged to reach college goals. | College President/College Advancement Team | 1.1) Continued improvement of inter-related systems (infrastructure) needed to reach Advancement Objectives 1-11; build on successes of 2004-05 Community Awareness Campaign. | Ongoing as noted throughout Action Plan |
| Strong Identity - Goal 1; Qualified and Diverse Workforce - Goals 1, 3, Collaboration - Goal 2; Resources for Growth - Goal 6 | | Greater internal awareness of institutional advancement best practices elsewhere and how GCC compares. | | 1.2) In communications, personnel supervision and workload management, maintain focus on high 2005-06 priorities: enrollment growth, student success, presidential search and transition, capital development, HLC/NCA reporting, new SIS transition, others. | Priorities serving as a filter for workload and management |
| Qualified and Diverse Workforce - Goals 1, 3; Collaboration - Goal 2 | | Informed internal audiences | | 1.3) Continue to develop/implement a presidential transition communications plan, coordinated with the District Office and others as appropriate. | Completed for previous search; will adapt for current search as needed |
| Strong Identity - Goal 1; Resources for Growth - Goal 6 | | Awareness and understanding of GCC's sound stewardship of resources entrusted to it. | | 1.4) Emphasize/incorporate concept of "stewardship" throughout GCC communications, when possible. | Ongoing; examples can be cited |
| Resources for Growth - Goal 6; Strong Identity - Goal 1; Collaboration - Goal 2 | | Long-term, College-wide infrastructure for resource development | | 1.5) Set the stage for crafting a comprehensive, team-developed GCC Development Plan. (see Objective 9) | Ongoing; this is a long-term process involving many |
| Resources for Growth - Goal 6; Strong Identity - Goal 1; Collaboration - Goal 2 | | Savings in budget | | 1.6) Seek cost savings in Advancement operations – example: postal audit/"postal project" to cut costs | Application filed; awaiting decision from U.S. Postal Service; other action ongoing |

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| Qualified and Diverse Workforce - Goals 1, 3 | 2. Enhance internal communication with all GCC employees at all sites. | More effective, comprehensive use of existing multi-media communication tools. | College Advancement Team | 2.1) Re-inventory the growing range of GCC internal communication tools; refine integration/leveraging procedures, especially for routine event promotion. | Started in 2004; needs more input |
| Qualified and Diverse Workforce - Goal 4 | | Employee feedback that they have needed information about capital development projects and timelines. | | 2.2) Continue implementing Capital Development Program communications plan, emphasizing advance notification, safety and interactivity. | Completed and ongoing; communication tools are being leveraged |
| Qualified and Diverse Workforce - Goals 1, 3 | | Employee feedback that they have the information needed to do their jobs, plus timely information about College priorities. | | 2.3) Produce, distribute and post online 11 monthly issues of the <i>Gaucha Gazette</i> ; evaluate/act on survey results; increase circulation. | Ongoing |
| Qualified and Diverse Workforce - Goals 1, 3 | | Content consistently leveraged across publications and other communication tools, as appropriate. | | 2.4) Assist with production of bi-weekly <i>President's Newsletter</i> (English and Spanish) | Ongoing |
| Qualified and Diverse Workforce - Goal 4 | | Addressing diversity goals | | 2.5) Produce the <i>Cultural Calendar Communiqué</i> newsletter; refine production procedures. | Ongoing; there are cost savings with this project in 2006 |
| | | Enhanced pro-active communication | | 2.6) Use issues management to identify issues with potential for becoming crises for GCC; create fact sheets for consistent, timely info./response. | Occurs as needed; should remain highly pro-active |
| Qualified and Diverse Workforce - Goals 1, 3, Collaboration - Goal 2; Resources for Growth - Goal 6 | | Enhanced employee communication | | 2.7) Coordinate/continue Campus Conversations issues forum each semester; seek underwriting to cover expenses. | Pending decision from President's Office |

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| Strong Identity - Goal 1 | | Greater awareness among various audiences, especially students | | 2.8) Research options and obtain/install materials needed for placing banners at high visibility campus locations, promoting key messages and events. | Completed |
| Qualified and Diverse Workforce - Goal 4; Collaboration - Goal 1 | | Greater awareness among new GCC employees about internal communications, online resources, and other services available to them | | 2.9) Working with Employee Training & Development, incorporate overview of employee communications programs/resources and advancement services in New Employee Orientations. | Pending; discussion needed |
| Strong Identity - Goal 1; Resources for Growth - Goal 6 | 3. Enhance communication with continuing/current GCC students at all sites; fully support imminent Enrollment Management/Student Success plan (pending). | Greater awareness among current students about registration, success tips, GCC news; enhanced success/retention | College Advancement Team; Executive Team; Enrollment Services; Faculty | 3.1) Devise and implement appropriate strategies for e-mailing as many current students as possible with select messages re. enrollment and student success tips | Initial wave of e-mails launched using personal accounts; much more to be done here |
| Strong Identity - Goal 1; Resources for Growth - Goal 6 | | Greater awareness among current students about registration, success tips, GCC news | | 3.2) Implement “low-tech” communication tools: signage, posters, banners, table tent cards, fliers in strategic locations, etc. – all integrated with electronic communications | Ongoing; budget forces prioritization |
| Strong Identity - Goal 1; Resources for Growth - Goal 6 | | Identification of options to expand range of communication tools; enhanced success/retention | | 3.3) Explore feasibility/costs of new multi-media communication tools, e.g. Internet animation, podcasting, student blogs, van wrapping, possibly others | Ongoing; distinct pros and cons being explored |

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| | | Greater awareness among current students about registration, success tips, GCC news; enhanced retention | | 3.4) Continued direct mail efforts, w/ increasingly focused target audiences | Recent waves of mailings complete; results measured and reported |
| Strong Identity - Goal 1 | 4. Refine GCC's institutional image; sharpen its identity, communicating its strengths, distinctive characteristics and selling points | Consistency and "controlled redundancy" in the message and image GCC projects to its multiple audiences | College Advancement Team | 4.1) Continue promoting GCC key messages about quality, affordability, access and convenience; place GCC wordmark on all multi-media materials | Ongoing |
| Strong Identity - Goal 1; Collaboration - Goal 1 | | Enrollment growth support | | 4.2) Prioritize and implement specific program promotion/marketing multi-media strategies targeting enrollment growth | Several select ideas implemented short-term; much more needed throughout Spring/Summer 2006 |
| Strong Identity - Goal 1; Collaboration - Goal 1 | | Long-term institutionalization of GCC brand | | 4.3) Create and distribute GCC Style Guide outlining specific graphics standards (use of key wordmark, etc.); distribute and promote college-wide use; educate about importance of consistency and usage guidelines. | On hold/pending |
| Strong Identity - Goal 1; Collaboration - Goal 1 | | Better understanding of competition | | 4.4) Explore options for a third-party analysis of higher education competition in the West Valley; use findings to drive marketing decisions | Initial contact made; results pending |
| Strong Identity - Goal 1 | 5. Enhance overall advertising effectiveness; improve advertising/marketing processes and products | Increased recognition of GCC as an excellent educational option, especially among HS and community/opinion leader audiences. | College Advancement Team | 5.1) Continue branding GCC, e.g. control the GCC image through consistent placement of wordmark on all collateral materials and multi-media advertising. | Ongoing; educational process for the College |

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| Strong Identity - Goal 1 | | 5% increase in Web responses to direct mail campaigns from 2004-05. | | 5.2) Maintain/improve annualized advertising/marketing campaigns (print, broadcast, direct mail, etc.); measure results. | Ongoing; continually evaluating results for refinement |
| Access - Goals 1, 2; Strong Identity - Goal 1 | | Support for enrollment growth and diversity goals | | 5.3) Expand network of Spanish-language media for continued emphasis in advertising/marketing. | Good progress in expanding network |
| Access - Goals 1, 2; Collaboration - Goal 2, Strong Identity - Goal 1 | | Support for enrollment growth | | 5.4) Expand scope of services to high school recruiters and all follow-up activities in Enrollment Services | Ongoing as requested |
| Strong Identity - Goal 1 | | Greater efficiency in planning; greater ability to respond to unexpected/unplanned department-level requests | | 5.5) Continue to set deadlines a year in advance for decisions needed to drive key marketing activities. | Completed for critical dates through Spring 2007 |
| Collaboration - Goal 2, Strong Identity - Goal 1 | | Greater awareness among Student Services staff of advertising/marketing activities. | | 5.6) Continue to set and incorporate highest priority annual advertising deadlines into master admissions/enrollment calendars, one year in advance. | Completed for critical dates through Spring 2007 |
| Strong Identity - Goal 1; Collaboration - Goal 1 | | Greater awareness of advertising/marketing activities. | | 5.7) Feature GCC ads and media schedules on Advancement website now under development; promote especially to Student Services staff. | Completed but not yet live; will launch in Spring 2006 |
| Collaboration - Goal 2, Qualified and Diverse Workforce - Goal 4 | | Ideas and collaboration leading to action | | 5.8) Maintain progress in engaging ideas and work of Marketing Committee; identify new members; master calendar/annualize committee meetings. | Ongoing; ideas being elicited |

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| Access - Goal 1 | | Student perspectives, lifestyle realities reflected in advertising/marketing. | | 5.9) Survey students each semester to elicit consistent information to inform advertising decisions about media, messages, timing, etc. | Completed; more to occur in 2006 |
| Strong Identity - Goal 1 | | Efficient use of resources. | | 5.10) Determine and prioritize annual photography needs, allocating internal and external staffing/resources as needed. | Completed; schedule of needs remains flexible; cost savings realized |
| Strong Identity - Goal 1; Access - Goals 1, 2; Collaboration - Goal 1 | | Enhanced results from Web site | | 5.11) Work more closely with the GCC Web master and/or designated group to transition Web site into an effective communication tool for diverse audiences, especially prospective students and ultimately, donors. | Pending; collaboration occurs as needed on short-term projects |
| Strong Identity - Goal 1; Collaboration - Goal 1 | | Broader support for more departments | | 5.12) Expand graphic design services to support more advancement projects and needs from other areas/departments; continue expanded service to Athletics. | Good progress, delivering on promises to more units than ever before |
| Access - Goals 1, 2; Collaboration - Goal 1 | | Enrollment growth support | | 5.13) Create student scholarship promotional campaign. | Initial start |
| Qualified and Diverse Workforce - Goal 4; Dynamic Learning Environments | 6. Improve media relations systems, activities and measures started in 2004-05 | Increase pro-active, local non-athletics print media placements (coverage) by 10% from 2004-05. | College Advancement Team | 6.1) Enhance skill set and judgment of staff to achieve greater success in media placement through ongoing coaching, mentoring and professional development. | Ongoing; frequent coaching in department |
| Access - Goal 1, Strong Identity - Goal 1 | | Increase pro-active, local non-athletics radio and TV placements by 25% from 2004-05. | | 6.2) Maintain/improve the weekly GCC News Service, sent electronically and mailed to Valley print and broadcast news media; diversify media placement | Ongoing enhancements with content and technicalities |

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| | | | | techniques through customization. | |
| Access - Goal 1, Collaboration - Goal 1, Strong Identity - Goal 1 | | Growing network of relationships among print and broadcast. | | 6.3) Maintain/improve the weekly Spanish language GCC News Service; expand scope of mailing; identify back-up translation options. | Ongoing enhancements getting results/responses |
| Access - Goal 1, Strong Identity - Goal 1 | | Progress toward a comprehensive GCC online newsroom, modeled on those of other colleges. | | 6.4) Post weekly News Service online; archive all material sent to the media, accessible by date, keyword and name. (English and Spanish) | Ongoing; moving toward full "online newsroom" |
| Access - Goal 1, Qualified and Diverse Workforce - Goal 1, Strong Identity - Goal 1 | | Reaffirmed, ongoing commitment to linguistic diversity for employees and the community. | | 6.5) Post hard copies of the News Service weekly in 50+ locations throughout campus (English and Spanish) | Ongoing routinely |
| Strong Identity - Goal 1 | | Maintain systems for success | | 6.6) Maintain basic tools necessary for successful media relations: media contact lists, e-distribution and mailing lists, GCC fact sheet, expanded news clips routing, press kits, etc. | Ongoing routinely |
| Strong Identity - Goal 1 | | Benchmark for growth | | 6.7) Determine total annual print media clips and broadcast media stories; analyze trends to measure success annually. | Completed; used in planning and performance evaluations |
| Access - Goal 2, Strong Identity - Goal 1 | | Develop further GCC's reputation as an excellent source of timely information and commentary for news media and community organizations. | | 6.8) Update annual GCC Experts List/speakers bureau directory, emphasizing faculty expertise; distribute broadly throughout the community. | Will occur in Spring 2006; budget limits printing scope |

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| Strong Identity - Goal 1; Collaboration - Goal 1 | | Positive one-on-one working relationships for staff with key English and Spanish media contacts. | | 6.9) Twice a year personally visit high-priority contacts in the Valley news media (including Spanish language media) to reaffirm working relationships and provide first-hand updates about GCC. | Ongoing; more in Spring 2006 |
| Strong Identity - Goal 1 | | Five pro-active national media placements in print and/or broadcast; build on local success in promoting GCC faculty expertise. | | 6.10) Identify and promote select GCC faculty to national broadcast news media as expert sources. | Initial conversations only; action needed |
| Strong Identity - Goal 1 | | Capitalize on writing/content of News Service, extending its value into another medium. | | 6.11) Explore the possibility/options for a monthly radio news service utilizing content of GCC print News Service. | Exploratory |
| Access - Goal 2, Collaboration - Goal 1, Strong Identity - Goal 1 | 7. Integrate diverse multi-media tools for diverse advancement goals | Generate greater awareness of GCC through linked, diverse media that communicate consistent messages. | College Advancement Team | 7.1) Advocate for/participate in improvements to GCC Web page to feature high-priority College news applicable to all audiences; utilize survey data and national best practices | Occurs as needed on sporadic basis |
| Strong Identity - Goal 1 | | Enhanced awareness of GCC by community leaders | | 7.2) Maintain/improve quarterly <i>President's Community Newsletter</i> (via e-mail) | Ongoing |
| Access - Goal 2, Strong Identity - Goal 1; Collaboration - Goal 1 | | | | 7.3) Maintain/improve electronic marquee messaging; integrate more closely with other communication tools; develop written standards for content, with Marketing Committee; explore possibilities of revenue generation. | Ongoing; good leveraging with other media occurring routinely |

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| Access - Goal 2, Collaboration - Goal 1, Strong Identity - Goal 1 | | Greater awareness among neighboring businesses about College events, activities and plans. | | 7.4) Create a GCC neighborhood outreach in which students deliver GCC publications/materials to businesses within a half-mile radius of campus. | Pending; exploring budget implications |
| Access - Goal 2, Strong Identity - Goal 1; Collaboration - Goal 1 | | Enhanced customer service via phone inquiries | | 7.5) Advocate to improve GCC phone system and to make on-hold messaging more user-friendly | Ongoing |
| Access - Goal 2, Strong Identity - Goal 1; Collaboration - Goal 1 | | | College Advancement Team, President's Office, College Research Services | 7.6) Maintain/improve newly organized master mailing lists for shared use, in collaboration with other offices. | Ongoing; more collaboration/sharing needed |
| Access - Goal 2, Resources for Growth - Goal 4, Strong Identity - Goal 1; Collaboration - Goal 1 | 8. Enhance the strategic intent, scope and effectiveness of community relations activities and partnerships | 20 presentations from GCC representatives to diverse groups. | College Advancement Team | 8.1) Promote GCC Speaker's Bureau in multi-media; continue to place speakers with diverse community groups, emphasizing enrollment opportunities; coordinate follow-up. | Ongoing; speaking appointments frequently arranged |
| Access - Goal 2, Resources for Growth - Goal 4, Strong Identity - Goal 1 | | Enhanced awareness/knowledge of GCC among the general public. | | 8.2) Update each semester the GCC overview PowerPoint presentation for use by Speakers Bureau presenters and others. | Pending |
| Access - Goal 2, Resources for Growth - Goal 4, Strong Identity - Goal 1; Collaboration - Goal 1 | | Enrollment growth support for non-credit programs | | 8.3) Apply full range of Advancement personnel, resources and expertise to support all Community Education (non-credit) activities and goals. | Ongoing; many examples can be cited |

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| Access - Goal 2, Collaboration - Goal 1, Resources for Growth - Goal 4, Strong Identity - Goal 1 | | Increase number of prospective students taking GCC tours | | 8.4) Publicize campus tours aggressively and routinely, coordinated with Student Life. | Ongoing but infrequently |
| Qualified and Diverse Workforce - Goal 1, Strong Identity - Goal 1 | | Finalized listing of GCC employee volunteer commitments. | | 8.5) Inventory the community involvement/volunteerism of GCC employees; promote this "community connectivity" widely; identify organizations that need GCC representation and broker new memberships. | On hold |
| Collaboration - Goal 1 | | Promotion of GCC to on-site "captive audiences" | | 8.6) Anticipate new SIS Resource 25 capabilities by creating a system whereby room rental activity is reviewed frequently to identify GCC strategic interests that merit follow-up. | On hold/pending SIS development |
| Resources for Growth - Goals 4, 5, 6 | 9. Foster College-wide awareness of the necessity and urgency of diverse forms of fund raising/resource development for GCC, leading to action steps as noted. | Full support for President's Office, Instruction, and Alumni Relations' goals/priorities related to resource development. | College Advancement Team | 9.1) Ongoing identification of 20 high-priority prospective donors for diverse forms of giving; develop cultivation/solicitation plans for the highest priority prospects; integrate with President's Circle as appropriate. | Ongoing; research being conducted |
| Collaboration - Goal 1, Resources for Growth - Goal 5, 6, Strong Identity - Goal 1 | | Greater support from key community leaders | | 9.2) Maintain and possibly expand President's Circle of 17 influential opinion leaders; manage quarterly meetings; coordinate event invitations, professional courtesies; establish cultivation plans for PC members, as appropriate. | Maintenance mode; expansion pending completion of Pres. search |

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| Collaboration - Goal 1, Resources for Growth - Goal 5, 6, Strong Identity - Goal 1 | | Ongoing relationship-building and cultivation of President's Circle. (focused "friend raising") | | 9.3) Invite President's Circle members to GCC arts, athletic and other events; promote resources and services available to them. | Ongoing; much more could be done in this arena |
| Resources for Growth - Goals 4, 5, 6; | | Awareness/understanding of the need for teamwork behind effective fund raising, leading to action. | | 9.4) Begin regular prospect tracking meetings with Executive Team in support of 9.1; provide full range of support for Team's involvement. | On hold; may be a long-term activity |
| Resources for Growth - Goals 4, 5, 6, Collaboration - Goal 1 | | More alumni in database; more active alumni; greater attendance at alumni events. | | 9.4) Apply full range of Advancement personnel, resources and expertise to support Alumni Relations and scholarship development activities and goals. | Ongoing; many specific examples can be cited in media relations and graphic design support |
| Resources for Growth - Goals 5,6 | | Full underwriting support for at least two of GCC's signature events. | | 9.5) Document resource needs for GCC signature events (Convocation, Readfest, possibly others); steward current donors; seek new donors to cover costs via outright and/or in-kind gifts. | Completed; success in securing donors and increasing giving; more donors and higher giving levels needed |
| Resources for Growth - Goals 4, 5, 6 | | New tool to assist prospective donors | | 9.6) Create addendum to the overall budget process, resulting in a document that summarizes GCC's unfunded needs (equipment, supplies, some capital, etc.); use document with select donor prospects. | Pending; needs more thought and planning |

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| Resources for Growth - Goal 5, 6 | | At least two funded grant proposals exceeding \$5,000 by July 2007. | | 9.7) Determine priority grant writing opportunities, matching foundations (in particular) with specific GCC needs. | Pending; needs better direction and focus |
| Resources for Growth - Goals 5, 6; Dynamic Learning Environments | | Four lunchtime presentations; expanded awareness about fund raising trends/practices. | | 9.8) Create a program in which Valley experts in educational fund raising speak on campus to raise awareness of trends and best practices in community college fund raising. | Pending; may be long-term |
| Collaboration - Goal 1, Resources for Growth - Goal 4, Strong Identity - Goal 1 | 10. Maintain/improve effectiveness of government/legislative relations , in conjunction with MCCD Government Relations | Five face-to-face meetings with President and high-priority local and state government officials. | College Advancement Team | 10.1) Coordinate annual schedule of government/legislative leadership meetings with the President; coordinate follow-up. | Ongoing at President's direction |
| Collaboration - Goal 1, Resources for Growth - Goal 4, Strong Identity - Goal 1 | | Ongoing dialog with elected and appointed officials; enhanced communication and trust | | 10.2) Manage President's informal program of professional courtesies. (notes/correspondence, etc.) | Ongoing; frequent "behind the scenes" activity |
| Collaboration - Goal 1, Resources for Growth - Goal 4, Strong Identity - Goal 1 | | 10 elected officials attending GCC annual event(s). | | 10.3) Invite elected/appointed officials to GCC events and activities; match attendees with students and staff living in their respective city or legislative district. | Pending direction of President's Office |

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| Collaboration - Goal 1, Resources for Growth - Goal 4, Strong Identity - Goal 1 | | Enhanced relationships with City contacts | | 10.4) Coordinate and host regular informational/update meetings with city officials and their counterparts at GCC. | Support provided as needed; several meetings/lunches arranged and followed up to |
| Collaboration - Goal 1, Resources for Growth - Goal 4, Strong Identity - Goal 1 | | Enhanced relationships with Legislative leaders | | 10.5) Host Legislators' Breakfast Receptions inviting all state legislators in Districts 4, 9 and 10 (assigned to GCC) and MCCD employees living in those Districts. | Canceled for 2006 at Interim President's direction |
| Collaboration - Goal 1, Resources for Growth - Goal 4, Strong Identity - Goal 1 | | Greater awareness of/support for GCC North. | | 10.6) Develop legislative relations/city government relations plan for GCC North. | Ongoing; support provided as needed |
| Collaboration - Goal 1, Qualified and Diverse Workforce - Goal 4, Strong Identity - Goal 1 | 11. Mobilize existing College-wide human resources to contribute their respective expertise and skill sets in reaching Advancement Objectives 1-10 | A new forum for staff doing advancement work to get updates on GCC priorities and common, needed information; and to share ideas and resources; greater understanding of what is meant by advancement teamwork. | College President/College Advancement Team | 11.1) Establish a College-wide "Advancement Team" comprised of staff and faculty throughout GCC who play hands-on roles in college advancement; coordinate regular meetings, support and follow-up. | Pending further direction |
| Strong Identity - Goal 1; Collaboration - Goal 1 | | Enhanced staffing to reach goals | | 11.2) Assign to College Advancement one or more 49% retired faculty members whose expertise and interests could support advancement goals. | Pending; exploratory |
| Dynamic Learning Environments, Strong Identity - Goal 1 | | At least one PR intern working half-time in the Advancement Services unit. | | 11.3) Recruit, hire and train at least one student each semester as a public relations and/or graphic design intern. | Ongoing; success with diverse students working in Advancement |

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| Dynamic Learning Environments, Strong Identity - Goal 1; Collaboration - Goal 1 | | Learning opportunities for students; enhanced staffing | | 11.4) Begin discussions with faculty about the concept of utilizing the Advancement unit as a kind of “living laboratory” in which students earn class credit while working in the unit. | Initial conversations only; research obtained of best practices elsewhere |
| Dynamic Learning Environments, Strong Identity - Goal 1; Collaboration - Goal 1 | | Learning opportunities for students; enhanced staffing | | 11.5) Collaborate with departments and disciplines (LMC, Art, Journalism, English, Marketing, etc.) to identify ways to give students learning opportunities they would not have otherwise. | Initial conversations only; research obtained of best practices elsewhere |

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| Resources Needed - Description | Capital/Operational | Reallocate/New | FY03-04 | FY 04-05 | FY 05-06 |
|--|---------------------|----------------|---------|----------|----------|
| Conference Registration | operational | new | 1,000 | | |
| Copy Service – for new publications and to expand distribution of publications | operational | new | 2,700 | | |
| General Supplies – basic office supplies plus items particularly needed by PR Office: film, photo-related items; printer toner, etc. | operational | new | 400 | | |
| In-State Travel – mileage reimbursement | operational | new | 500 | | |
| Organizational Dues – membership in professional organizations | operational | new | 750 | | |
| Printing /Binding – production /printing of diverse marketing items | | | | | |
| Professional Services – full-service ad agency assistance; direct mail services; professional writing, photography and photo production services | operational | new | 30,400 | | |
| Temporary wages – wages to pay temporary workers plus student workers | operational | new | 7,600 | | |
| 4-megapixel resolution digital camera w/3x optical zoom | capital | new | 1,075 | | |
| Various specialized software packages | Operational | new | ? | | |
| HP LaserJet postscript 8550 printer for office-wide use | capital | new | 4,547 | | |
| Flatbed scanner | | new | ? | | |
| High-impact signage for 59 th Ave/Olive and for 59 th Ave/Vogel | capital | new | ? | | |
| Staffing – increase Public Relations Assistant to full funding from current 75% | operational | new | 11,187 | | |

¹ If blank, item is a new initiative or the status is on-going.

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| Staffing – increase Photo Lab Technician from nine months to 12 months to support Community/Public Relations at least 1/4 time | operational | new | ? | | |
| Staffing – Graphic Designer II to support LMC-oriented instructional needs and possibly some lower-level marketing/advertising needs | operational | new | ? | | |
| | | | | | |

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