

Glendale Community College Action Plan: College Climate

Responsible Person – Phil Randolph

Last Updated: 9/21/2005

Strategic Direction - Strategic Goal	Objective	Expected Outcome	Who/When	Planned Activities	Status ¹
Qualified and Diverse Workforce - Goal 1	1. Implement a process for immediately following up on the issues raised in the climate survey.	A Progress Report on the college climate is required by the NCA in June 2005.	President / Spring 2003	<p>1.1) Implement follow-up on employee climate study.</p> <p>*Identify items for constituency focus groups ("listening sessions") *Conduct listening sessions with all employee/constituency groups</p> <p>*Conduct "Campus Conversations" to increase open communication.</p> <p>*Form Climate Survey Instrument Committee, develop survey and administer in Spring 2005. Include in Progress Report to NCA Jun 2005.</p>	<p>*Conducted 23 "listening sessions" with 9 employee/constituency groups. Areas of concern included: diversity, morale, communication, fairness, leadership, decision-making/Governance. Attendees were asked how are we doing in these areas, what issues remain, what actions could lead to improvement. Actions initiated as a result of the listening sessions will be communicated to employees. Listening session minutes maintained by CRS and on GCC web site. *Three "Campus Conversations" have been held 1) new Maricopa Chancellor spoke 2) new Maricopa governing board member spoke 3) college discussed climate survey plan. At all conversations, employees were encouraged to ask questions and participate. Boxes were available on campus for a week before the event to allow for anonymous questions.</p> <p>*Climate Survey Instrument Committee developed survey, to be administered by Dr. Bruce Merrill-ASU in Jan.-Feb. 2005.</p>
Qualified and Diverse Workforce - Goal 1			President / Fall 2002	1.2) Reorganization of President's Advisory Committee.	Fall 2002, PAC membership was revised to include more faculty and staff and less administrators. The group meets once a month and minutes are posted to the college web site.

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

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Qualified and Diverse Workforce - Goal 1			President / Fall 2002	1.3) Reorganization of management leadership teams to include Associate Deans and Faculty Senate President.	Fall 2002, Administrative Group Team reorganized to include, Associate Deans, Faculty Senate President, and Directors of College Advancement and Research Services. The group meets twice a month and posts minutes to the college web site.
Qualified and Diverse Workforce - Goal 1	2. Implement measures to improve diversity in the residential faculty ranks.	Improved diversity among residential and adjunct faculty that reflects the diversity of the student population.	President / beginning Summer 2003	2.1) Increase outreach, recruitment, mentoring, and efforts to increase the diversity of adjunct faculty which will in turn increase the diversity of prospective residential faculty.	President is monitoring composition of hiring committees for diverse representation.
Qualified and Diverse Workforce - Goal 3			College Employee Services	2.2) Coordinate advertising for faculty positions and reach more diverse groups.	Advertising effort and budget expanded to include ethnic and discipline specific journals.
Qualified and Diverse Workforce - Goal 3			College Research Services	2.3) Look at demographic data about our service area and student demographics.	Census 2000 data published on College Research Services web site. Established three IE indicators related to diversity.
Qualified and Diverse Workforce - Goal 3			College Employee Services	2.4) See how we can use this data to make smarter recruiting decisions.	Results of advertising is tracked by College Employee Services.
Qualified and Diverse Workforce - Goal 1	3. Improve communication on the campus.	Improved communication especially as it relates to the president's office.	President / Spring 2003	3.1) Establish a President's Newsletter that will be sent about twice a month via e-mail to the campus community.	Initiated Fall 2002 via email.
Qualified and Diverse Workforce - Goal 1			President / Spring 2003	3.2) Designate a dean to communicate construction updates to the college community.	The designated Associate Dean of Instruction published 13 Construction Updates during July 2002 - April 2004.
Qualified and Diverse Workforce - Goal 1			President / Fall 2002	3.3) Provide minutes of the Administrative Group and the President's Advisory Committee meetings on the Web	Ongoing, minutes on college web site.

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Qualified and Diverse Workforce - Goal 1			President / Deans	3.4) Begin administrative reorganization and changes in assignments to improve and emphasize progress on strategic planning.	Futures Committee responsibilities updated and Strategic Planning process clarified. (Responsibility of President and Deans). Also, an Associate Dean of Instruction was designated to lead the strategic planning effort.
Qualified and Diverse Workforce - Goal 1			President	3.5) Management by walking around, "MBWA".	On-going
Qualified and Diverse Workforce - Goal 1			President	3.6) Scheduled meetings with individuals, groups, or departments.	See item 1.1., Listening Sessions and Campus Conversations.
Qualified and Diverse Workforce - Goal 2	4. Support the implementation of the newly developed informal conflict resolution process.	Employee satisfaction with the conflict resolution process.	Dean of Student and Community Services w/Conflict Resolution Committee / Spring 2003	4.1) Annually, review the conflict resolution process for improvements.	Spring 2005 review to be scheduled.
Qualified and Diverse Workforce - Goals 2, 4			Dean of Student and Community Services	4.2) Provide training to individuals serving as peer mediators.	
Qualified and Diverse Workforce - Goals 1, 4	5. Consistently implement appraisal systems for all employee groups.	100% of employees will receive appraisals per policy manuals.	President /annual	5.1) Implement appraisal system for Management, Administration and Technology personnel per policy manual.	New MAT Appraisal form developed, implemented Oct 2003. Short form (for biennial use) under development.
Qualified and Diverse Workforce - Goals 1, 4				5.2) Follow up with HLC/NCA on district policy on faculty performance review that recommended change to include peer and department chair participation.	
Qualified and Diverse Workforce - Goal 3	6. Provide consistent information on college operational and assessment policies to adjunct faculty.	Provide adjunct faculty with tools to efficiently execute their duties.	Associate DI / Spring 2003	6.1) Review orientation programs at sister colleges.	Completed, information used to guide development of GCC program.

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Qualified and Diverse Workforce - Goals 3, 4				6.2) Conduct orientation week of accountability.	Two orientations offered during Week of Accountability each semester.
Qualified and Diverse Workforce - Goals 3, 4				6.3) Offer multiple days and times.	Three orientations (MWF afternoon and evening) conducted in Spring and Fall 2003; two orientations (MF afternoon and evening) conducted in Spring 2004.
Qualified and Diverse Workforce - Goals 3, 4				6.4) Identify topics and presenters.	Poll of Dept Chairs for orientation content completed Sep 2002. Primary Administrators developed and presented syllabus contents.
Qualified and Diverse Workforce - Goals 1, 3				6.5) Develop adjunct faculty web site ("In the Loop").	Web site developed in Fall 2003, updated each semester. Site used to support all orientations.
Qualified and Diverse Workforce - Goals 1, 3				6.6) Develop email distribution list(s) for adjunct faculty.	Implemented and updated each semester.
Qualified and Diverse Workforce - Goals 1, 3; Strong Identity - Goal 1				6.7) Develop print media for dissemination of information to adjunct faculty.	<i>Postcards from the Adjunct</i> published bi-semester by J. Hamilton (Adjunct faculty President).
Qualified and Diverse Workforce - Goals 1, 2, 3				6.8) Inventory adjunct faculty space and resources.	Inventory completed April 2003. Information was used to strengthen the Master Plan.

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