

ELEVATE 2028



Strategic Plan for **GLENDALE COMMUNITY COLLEGE** January 2025 - December 2027



GLENDALE
COMMUNITY COLLEGE

A Letter from our President

GCC Colleagues, Students, and Community,

It is my great pleasure to introduce Elevate 2028, Glendale Community College's 2025 - 2027 strategic plan. As we look forward to celebrating our 60th anniversary in 2025, we honor the remarkable milestones we have achieved together over the past six decades. Under our last strategic plan, Focus 2024, we achieved meaningful work together, fostering an inclusive and dynamic environment where students, faculty, staff, and community members thrive. In this new strategic plan, we've created not just a roadmap, but a holistic vision designed to guide us toward a future brimming with opportunity, continuous improvement, and futures thinking that will prepare us for the next 60 years.

Elevate 2028 is built on three foundational goals to shape the future of Glendale Community College: Improving Equitable Outcomes for Students; Building Institutional Capacity Through Continuous Improvement; and Elevating GCC's Future Through Transformative Innovation. Together, they reflect a continuation of the incredible work we have accomplished while propelling us into a future filled with promise and potential.

As we embark on this exciting journey, we remain committed to fostering an environment where innovation, equity, and excellence are not just goals but the essence of Glendale Community College. Together, let's build a brighter, more inclusive future.

Here's to our next chapter of success at Glendale Community College!



Tiffany

Strategic Goals and Indicators

Goal 1. Elevate All Students to Success. Because promoting student success is at the heart of our Mission and Vision, GCC commits to innovatively improving successful student Enrollment, Retention and Program Completion, while enhancing student support - including support for basic student needs across the college - with Equity. [1]

Indicator 1. New Student Enrollment. GCC commits to promoting access by increasing the Fall New-to-GCC Student Enrollment (headcount) by 9% (from 4,976 to 5,424) by September 1, 2027. [2]

Indicator 2. Fall-to-Fall Retention. GCC commits to promoting student success by increasing the Fall-to-Fall Student Retention rate by 2 percentage points, from 44% to 46%, by December 15, 2027. [3]

Indicator 3. Program Completion. GCC commits to increasing student certificate and degree completion by 2 percentage points, from 15% to 17%, by June 30, 2027. [4]

Indicator 4. Seal of Excelencia. Recognizing our critical role in the community as a Hispanic Serving Institution (HSI), GCC commits to an approach that goes beyond enrollment to proactively serve Latino/a/x students through a college-wide effort that leverages the Seal of Excelencia framework, with a target of identifying and completing priority milestones in this effort by November 1, 2027. [5]

Goal 2. Elevate and Build Institutional Capacity Through Continuous Improvement. Because institutional excellence is foundational to effectively supporting student success, GCC commits to continual innovation and improvement in its institutional performance across several mission-critical areas. [6]

Indicator 1. Excellence in the Workplace. GCC commits to fostering a workplace culture of care that builds community, values diversity, and supports employee engagement and success, as measured through feedback collected from a workplace climate survey, or other instrument(s) to be determined, by November 1, 2027. [7]

Indicator 2. Excellence in Teaching and Learning. GCC commits to improving instructional excellence by developing an Academic Plan that informs the development and enhancement of GCC's education programs and academic support services, with a focus on improving student learning outcomes, by September 15, 2026. [8]

Indicator 3. Excellence in Impactful Community Connections. GCC commits to improving the effectiveness, relevance and innovation in its strategic connections with partners in industry, local government, philanthropic organizations, and community members, by developing a comprehensive Community Outreach Plan, by September 15, 2026.[9]

Indicator 4. Excellence in Technology Resources. GCC commits to improving its technology and digital resources - to support and elevate our educational objectives and ensure that all faculty, staff and students are equipped with the tools and systems they need to thrive - by developing an updated Technology Plan by November 1, 2027. [10]

Goal 3. Elevate GCC's Future Through Transformative Innovation.

Indicator 1. Create an Innovation Excellence Hub. In order to ensure that GCC has dedicated space, time, processes, and the strategic framework to engage in long-term ideation around the development of new and transformative pedagogies, technologies, business models, networks, and communities of practice, as well as the professional development to support this futures thinking work, GCC commits to developing an Innovation Excellence Hub, with a target of identifying and completing priority steps in this effort by September 15, 2026. [11]

Contextual Shared Interests

1. GCC is committed to doing our utmost to uplift the dignity and potential of each student, to help them achieve whatever version of success they seek, whether it be for further higher education, employment and advancement, or more successful participation in a global society.

To ensure we are fulfilling the critical Mission and Vision at the heart of our work, GCC is committed to improving access to innovative, quality education for all through increased enrollment, improved student retention and successful program completion, as well as strategies that intentionally leverage our status and responsibilities as a Hispanic Serving Institution (HSI). We are dedicated to equitably ensuring that all of our students have the help and support they need, through these critical strategic milestones.

To ensure that success in enrollment, retention and completion is experienced by all students, the college defines "Equity" in this Goal as striving to address systemic inequalities in order to create a more inclusive environment where every student feels valued and supported. In quantified terms, we will strive to promote student success such that no demographic group trails the average student outcome by more than 5% in each of these areas.

2. A "New-to-GCC Student" is defined as any student who attempted at least one credit hour during the semester in their first non-summer term at GCC. This metric will be sourced from the internal GCC Data Book dashboard.

This indicator aligns with District Strategic Plan, Goal 1.1 and is specifically adapted from the first KPI defined in the GCC 2024 CSEM Plan: "KPI 1.1 - Increase annual New-to-Glendale Community College enrollment (headcount) by 9% (from 4,976 to 5,424), by September 1, 2027". This is using the X value from Fall 2024, with approximately a 3% annual increase target. Per the CSEM Plan, this outcome is to be accomplished through the following activities:

Activity 1.1.A: Identify and achieve college-determined optimal enrollment targets for first-generation and underserved student populations.

Activity 1.1.B: Develop annual strategic outreach and recruitment plan to guide targeted New Student enrollment efforts for college campuses.

Activity 1.1.C: Identify the biggest hurdles to admissions, enrollment, and payment and what incremental improvements can be made at the college level.

3. A Fall-to-Fall Retained Student is one who attempted at least one credit-hour at any point during the fall semester of the first year AND attempted at least one credit hour during any point during the next fall semester. (Students who earned a degree or certificate during the academic year are excluded since they would not be expected to persist into the following year.) This Retention metric will be sourced from the internal GCC Data Book dashboard.

Note: this Dashboard updates after the end of the second fall term in the F2F sequence, so the indicator baseline of 44% reflects the retention from Fall 2022 to Fall 2023. (Because students may enroll in late-start classes, the retention rate from Fall 2023 to Fall 2024 will not be known until after this Plan is drafted.)

This indicator aligns with District Strategic Plan, Goal 1.2 and is specifically adapted from the second KPI defined in the GCC 2024 CSEM Plan: "KPI 2.1 - Increase the Fall-to-Fall Student Retention rate by 2% (from 44% to 46%) by December 15, 2027." Per the CSEM Plan, this outcome is to be accomplished through the following activities:

Activity 2.1.A: Identify and achieve college-determined optimal retention rates while decreasing equity gaps.

Activity 2.2.A: Implement Strategic Academic Scheduling

Activity 2.2.B: Implement a Cross-Institutional Retention and Completion Committee by September 2024.

Activity 2.3.A: GCC will develop a strategic plan for providing a central hub for Basic Needs Support beginning of Fall 2025.

Activity 2.3.B: GCC will implement its strategic plan for a central hub for Basic Needs Support

4. While students attend GCC for many reasons, including certification and degree completion, personal interest, upskilling, and preparation for university transfer, this indicator focuses on completion of certificates and degrees as one measure of student success for which data is most readily tracked and reported.

(Note: this Indicator calls for a 2 percentage (basis) point increase, moving from 15% to 17% Completion. Based on the Fall 2023 total student headcount of 14,103, this would result in an estimated 282 more GCC students from this group that would complete.)

For the purposes of this indicator, "Certificate and Degree Completion" is tracked only for those students who have declared an intent to pursue a certificate or degree. A student is considered as having graduated if they have attempted at least one credit hour during the given academic year, and earned a degree or certificate in the same academic year or later. The data is adapted from IPEDS and will be sourced from the internal GCC Data Book dashboard.

This indicator aligns with District Strategic Plan, Goal 1.2 and is specifically adapted from the third KPI defined in the GCC 2024 CSEM Plan: “KPI 3.1 - Increase the Student Graduation rate by 2% (from 15% to 17%) by June 30, 2027.” This is using the baseline (X) value from 2023. Per the CSEM Plan, this outcome is to be accomplished through the following activities:

Activity 3.1.A: Identify and achieve college-determined optimal completion rates while decreasing equity gaps.

Activity 3.2.A: Pilot a system for identification of and outreach to students who have enough credits to complete a degree, or are 1-2 courses away from completion, using the most functional program degree progress reports (DPRs) by end of Fall 2024.

Activity 3.3.A: Support incoming and returning students in their transition to GCC.

Activity 3.3.B: Support continuing students in completing their pathway.

Activity 3.3.C: Conduct an audit of our existing student-facing bilingual (Spanish) forms, documents, phone tree, web pages., etc. by end of Spring 2025

5. GCC strives to ensure that all students benefit from greater success. As a part of this important institutional work, the college embraces the intentional alignment of data, practice and leadership as components in the transformation of the institution to serve all students. The Seal of Excelencia framework provides a roadmap for achieving this transformation, and while it specifically addresses serving Latino/a/x students consistent with our role as a Hispanic Serving Institution (HSI), we expect that leveraging the Excelencia framework will lead to interventions that result in transformation to benefit all students. In the early stages of this work, a task force will be established that will identify the priority milestones that may be realistically achieved by the end of the three-year window covered by this Strategic Plan. This indicator aligns especially with District Strategic Plan, Goal 1.2.B.1.
6. As part of GCC’s Mission to “prepare students for further higher education, employment and advancement, and successful participation in a global society,” we are committing to continuing improvement in strategic excellence across all areas of institutional performance. This Strategic Plan therefore includes a number of indicators that call for us to proactively and intentionally build capacity through more systematic planning, so that we may be more effective at executing and optimizing the critical strategies that benefit our students, employees, and community. This indicator aligns with District Strategic Plan, Goal 3.1.
7. GCC will engage in an intentional effort to identify and address challenges and opportunities related to our workplace environment, including culture, climate, and employee satisfaction. A priority milestone in this work will be to select, develop, or refine a preferred survey or surveys to solicit employee feedback in these areas. Once the instrument has been chosen and administered, this Strategic Plan indicator will be updated to include the specific survey, as well as a baseline and target (X and Y)

values for improvement. Specific interventions then can be developed based on the identified areas for improvement. This indicator aligns with many District Strategic Plan Goals 4.1 and 4.2.

8. GCC will develop an Academic Plan through GCC's Shared Governance principles and informed by best practices, as identified by the Society for College and University Planning (SCUP). The Plan will include the college's strategic outcomes related to academic program planning for new and existing programs, relevant academic policy, assessment, learning outcomes or competencies, academic structure, and division or department goals, among other components relevant to academic planning. This indicator aligns especially with District Strategic Plan, Goal 2.3.
9. GCC will develop its new Community Outreach Plan through a collaborative, inclusive approach, ensuring that key stakeholders from across the college and community are engaged in identifying needs and developing and defining appropriate strategic outcomes to promote excellence in our community relations over the next three years. A key early outcome of this effort will be to conduct an assessment and inventory of current networks and relationships cultivated, and processes and technologies used, by the many GCC departments currently engaged in community outreach. These include, but are not limited to, the college's approach to Off-Campus Instruction (e.g., additional locations), Workforce Development, College Development, Grants, Advisory Councils, Public Relations, Recruitment, Non-Credit / Enrichment Instruction, and others. This indicator aligns with many outcomes in the District Strategic Plan.
10. As the college's Technology Plan will depend significantly on the outcomes proposed in the Academic Plan, Community Outreach Plan, and various Strategic Enrollment Management Plan needs, the End Date for this indicator is later in the three-year window of the Strategic Plan timeframe, to allow those other planning efforts to make significant progress so before they can inform our Technology planning. This indicator aligns especially with District Strategic Plan, Goal 2.1.
11. The Innovation Excellence Hub is intended to identify opportunities for innovation across all college enterprise functions and areas. The development of the Hub is expected to be an ongoing effort, with progress accomplished in stages throughout the next three years. A dedicated Task Force will be established in 2025 to develop the plan for this Hub, with inclusive stakeholder representation, and priority milestones for the development plan to be defined by September 2026. This will permit the Innovation Excellence Hub to begin its functional work before the end of the three years covered by this Strategic Plan (by December 2027). This indicator aligns especially with District Strategic Plan, Goal 3.3.

Elevate 2028 Project Credits

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