

# STRATEGIC PLAN

2009-2012



GLENDALE COMMUNITY COLLEGE

*A Maricopa Community College*



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# Strategic Plan 2009-2012

Published February 2009



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# Background

Glendale Community College (GCC) is the second-oldest college in the Maricopa County Community College District (MCCCD). MCCCD, which was established in 1962, consists of consists of 10 public colleges, two skill centers and eight satellite locations.

GCC is a multi-site college. The main campus, founded in 1965, is located on 147 acres at 59th and Olive Avenues. In 1984, a bond initiative provided funds to purchase an additional 75-acre tract at 57th Avenue and W. Happy Valley Road for a future educational site. In 1994, another bond initiative provided \$2 million to develop this tract. In the Fall of 2000, Glendale Community College North (GCC North) opened a 20,000-square-foot satellite site on 10 acres of that property. Voters approved a \$951-million capital bond in November 2004 to continue improvement and development districtwide through 2014, including both the GCC Main campus and GCC North.

Collectively, GCC and GCC North serve the cities of the Northwest Valley including Glendale, Peoria, Phoenix, Sun City, Surprise and others. These two campuses currently address the educational needs of almost 30,000 students annually. GCC is accredited by the Higher Learning Commission, a member of the North Central Association (HLC-NCA), and received continued accreditation in 2002.

The plan that follows was developed by GCC faculty, staff and administrators and is organized around six strategic directions and 25 strategic goals. Department Strategic Plans articulate specific activities to be accomplished through 2012 to realize the College's strategic goals. Collectively, the Strategic Plans support the vision and mission of the College and the MCCCD strategic directions.

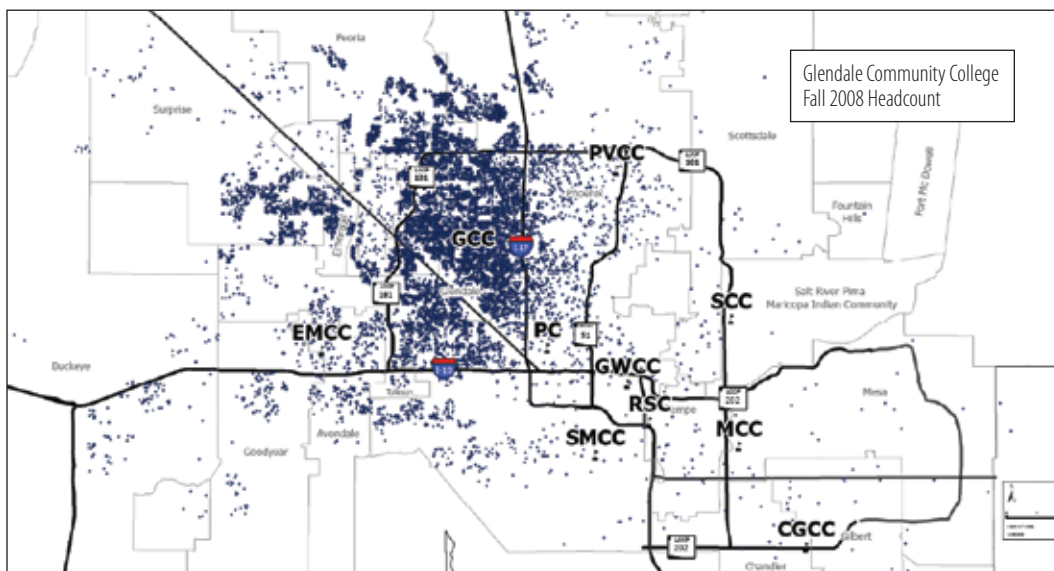


Figure 1. Area served by Glendale Community College, GCC North and ASU West Partnership. Each dot represents 1 student address.

# College Vision and Mission

## **VISION**

Glendale Community College will be an innovative educational provider of quality lifelong learning experiences for all members of the community.

## **MISSION**

The mission of Glendale Community College (GCC) is to address the higher education needs of its community. Through its diverse programs and services, GCC assists students in meeting their educational goals. We fulfill this mission as an institution of higher education by preparing students to participate responsibly in a culturally diverse, technological and global society; for successful transfer to colleges and universities; and for employment and advancement within their chosen career.



Gov. Janet Napolitano proclaimed April 12, 2005, to be Glendale Community College Days as GCC commemorated its 40th anniversary with this photo of faculty, staff and students forming the GCC palm tree logo.

# Maricopa Values

## **COMMUNITY**

We value all people – our students, our employees, their families, and the communities in which they live and work. We value our global community of which we are an integral part.

## **EXCELLENCE**

We value excellence and encourage our internal and external communities to strive for their academic, professional and personal best.

## **HONESTY & INTEGRITY**

We value academic and personal honesty and integrity as essential to our learning environment.

## **INCLUSIVENESS**

We value inclusiveness and respect for one another. We believe that team work is critical, that each team member is important and we depend on each other to accomplish our mission.

## **INNOVATION**

We value and embrace an innovative and risk-taking approach so that we remain at the forefront of global educational excellence.

## **LEARNING**

We value lifelong learning opportunities that respond to the needs of our communities and are accessible, affordable, and of the highest quality. We encourage dialogue and the freedom to have an open exchange of ideas for the common good.

## **RESPONSIBILITY**

We value responsibility and believe that we are each accountable for our personal and professional actions. We are responsible for making our learning experiences significant and meaningful.

## **STEWARDSHIP**

We value stewardship and honor the trust placed in us by the community. We are accountable to our communities for the efficient and effective use of resources as we prepare our students for their role as productive world citizens.

# Strategic Planning Process

For GCC, the strategic-planning process provides the framework to advance the College's mission, vision and goals, ultimately better serving and fulfilling the needs of students, internal stakeholders and external communities.

## Planning Model

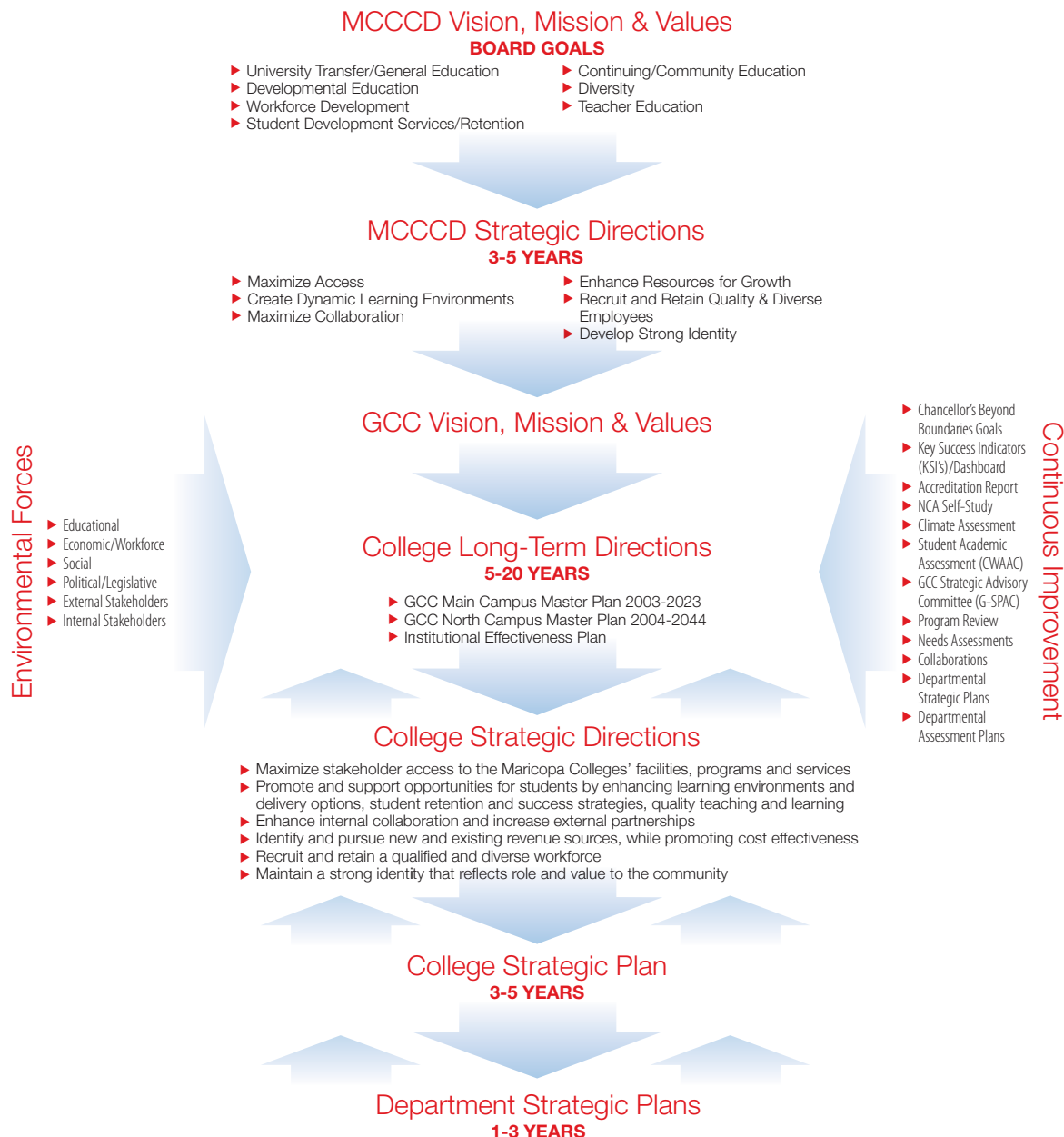


Figure 2 offers a representation of the GCC planning model.

## Inputs to the Plan

Key to the strategic-planning process is a clear understanding of the environmental forces, stakeholder issues, and strengths and weaknesses of the College. Much of the work for the current GCC strategic-planning process was accomplished as part of the College's Self Study in preparation for the 2002 accreditation visit by the HLC-NCA. Extensive analysis of the College's Strengths, Weaknesses, Opportunities and Threats (SWOT) leading to the Self Study provided significant input along with involvement by a substantial number of faculty, staff, students and community members in the process.

The College has continued this effort, adopting MCCC's strategic-planning process including input from Glendale's Strategic Planning Advisory Committee (G-SPAC), a multi-department faculty-and-staff committee that identifies trends and challenges in six major areas: 1) society and growth, 2) economics and politics, 3) technology, 4) education, 5) institutional-effectiveness core indicators and internal review. Committee members also collect and integrate input from students and community members. G-SPAC develops an annual report that is one input to the annual review process of the Strategic Plan. In October 2008, G-SPAC identified six challenges: 1) a weakening economy and budget shortfalls, 2) college affordability, 3) shifting market demographics, 4) student preparedness, 5) changing culture from competition to collaboration and 6) the demand for alternative delivery and around-the-clock services.

**UNDERSTANDING INTERNAL AND EXTERNAL FORCES IS KEY TO KNOWLEDGE-DRIVEN PLANNING.**

### **WEAKENING ECONOMY AND BUDGET SHORTFALLS**

World markets are extremely volatile. Increasing inflation rates and the diminishing availability of credit are challenging GCC's ability to respond to the needs of its service area. Additionally, the state of Arizona is facing severe budget shortfalls. Property-tax revenues also are declining, increasing the College's reliance upon tuition. Rising costs and declining revenue streams will continue to challenge MCCC and GCC to identify alternative funding mechanisms. The viability of programs and services could become a core criterion of the College's long-term planning, capital bond allocation, strategic planning, operational planning and budget development.

## COLLEGE AFFORDABILITY

Costs for tuition, textbooks and living expenses will continue to rise against the backdrop of a volatile economic environment. Students might require more time to complete their programs rather than explore available aid and scholarship opportunities because of misperceptions of credit worthiness being tied to financial aid. A bright spot is GCC's fairly recent "investment" in scholarship development and online access, positioning the College to address students' inquiries about financial assistance as well as matching them to scholarship donors.

**GCC Scholarship Dollars to Award**

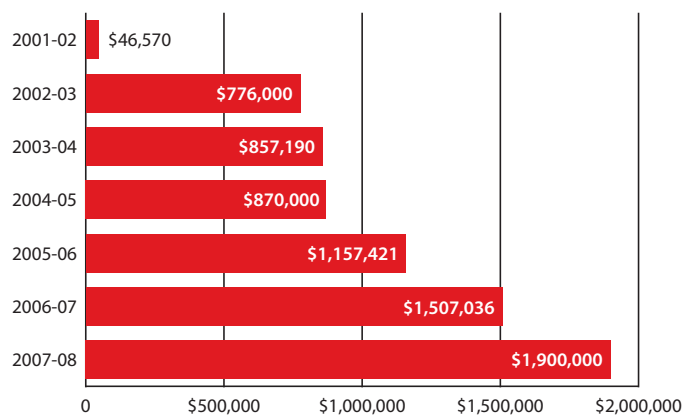


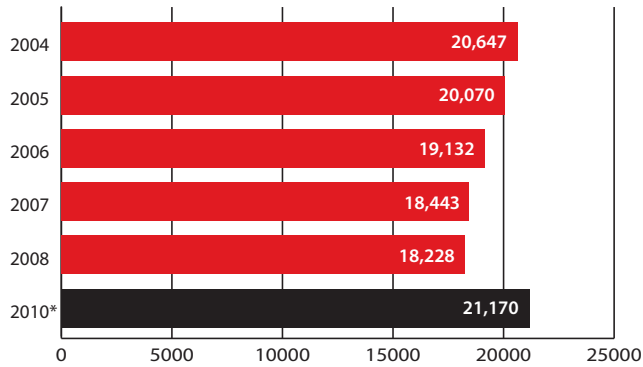
Figure 3. Scholarship Program at Glendale Community College

## SHIFTING MARKET DEMOGRAPHICS

Demographic shifts indicate the composition of the traditional college-age population will change. In comparison to some MCCCDC sister colleges, the potential for population growth in the GCC Main service area is limited because the surrounding community has been well established for more than a decade. The potential for population growth in the GCC North service area is unlimited, and the site could reach capacity – 7,000 unduplicated student headcount – before the next anticipated phase of development and expansion in 2014.

The share of new high-school graduates entering higher education is anticipated to grow more slowly than in the past and will consist of more minority and first-generation students. While Arizona's population is anticipated to continue to rise, there are signs growth is slowing. The baby-boomer generation will comprise an increasing share of the county population, although historically this group is a relatively small share of the College's enrollment. GCC will need to differentiate between groups, market appropriately, and present methods to engage all learners. GCC will need to plan to respond to these changing market demographics and embrace student diversity.

### Fall Semester Unduplicated Headcount

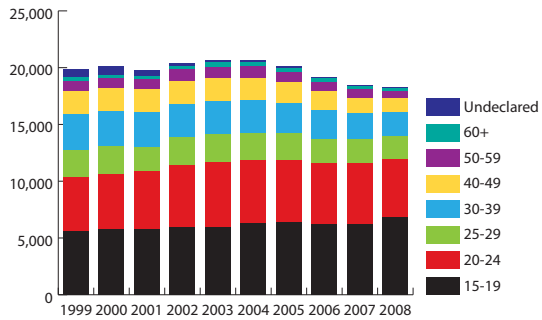


\*2010 projection based on Claritas demographic data

Figure 4. Enrollment (GCC main and North)

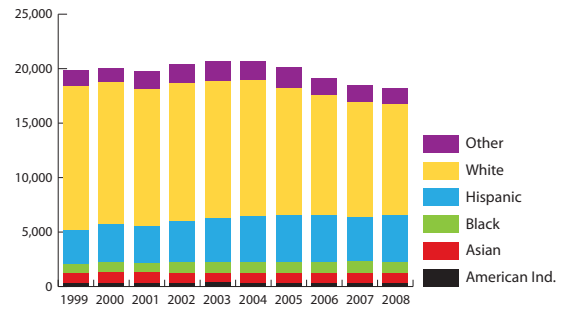
#### Age Group

Fall Terms  
1999-2008



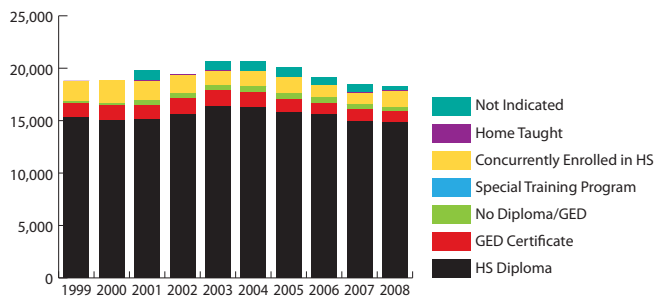
#### Ethnicity

Fall Terms  
1999-2008



#### High School Grad Status

Fall Terms  
1999-2008



#### Previous Educational Experience

Fall Terms  
2002-2008

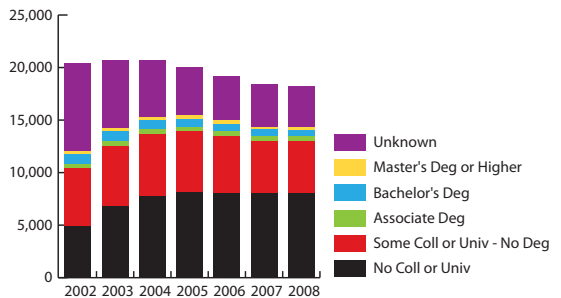


Figure 5. Demographic Data Source: IRIS

## **STUDENT PREPAREDNESS**

Many entering students continue to arrive underprepared for college-level coursework. First-generation college students especially are anticipated to need additional academic support. Statewide efforts such as the Governor's P-20 Council and the Center for the Future of Arizona are urging educational reform; however, actual change will be slow, and evidence of improvements will take even longer. Districtwide developmental education, college readiness and student-success initiatives (iStart Smart and First-Year Experience) provide impetus and support for GCC to implement a more comprehensive developmental program, and expand student orientation and college-success course offerings.

## **CHANGING CULTURE FROM COMPETITION TO COLLABORATION**

Coordination of effort and collaboration between colleges is becoming more important because of the current economic climate and an increasingly competitive educational market. MCCC's "One Maricopa" initiative to help further develop the system of many colleges serving one common mission has resulted in many successes but continues to face significant challenges. Some hope for deeper and swifter progress toward collaboration while others prefer a slower rate of change. Implementing the "One Maricopa" concept might affect the strategic placement of programs and services within MCCC.

## **DEMAND FOR ALTERNATIVE DELIVERY AND AROUND-THE-CLOCK SERVICES**

Students will want educational access 24 hours a day, seven days a week, and will expect on-demand access to research tools, podcasts, online-library resources and electronic textbooks. Flexible scheduling alternatives such as satellite locations and weekend/night/online delivery of courses and services will meet more broadly the needs of all students, including those already in the workforce. Meeting these expectations will challenge GCC to look at changing processes that could include increasing staffing in some areas, outsourcing recruitment and retention efforts, implementing alternative work schedules, expanding the use and functionality of SIS and other tools for self-service, and finding resources to meet additional infrastructure costs for student services, faculty and information technology.

# Glendale Community College 1965-2008



# Strategic Planning Process Summary

While much remains to be accomplished, GCC already is responding to many of the challenges and opportunities identified by G-SPAC. Complementing the work of G-SPAC is the work of faculty and staff across the College who regularly contribute to ongoing initiatives to improve GCC, GCC North and the GCC-ASU Partnership at the West campus. Information from these initiatives, along with feedback from academic assessment, program review and graduate surveys, is integrated continually to refine plans and processes.

**ARIZONA SCHOOLS ARE PROJECTED TO FACE 27,000 SHORTFALL IN TEACHING STAFF OVER THE NEXT TEN YEARS**

## Highlights of Planning Initiatives Completed:

- Developed a College Master Plan 2003-2023 (completed by DWL Architects + Planners, Inc., April 2003).
- Developed a College Master Plan 2004-2044 for GCC North (completed by RNL Design, June 2006).
- Developed Prioritized Bond Projects Lists for GCC and GCC North, 2004-2014.
- Conducted program review of all occupational programs (completed December 2002, second review completed in 2007).
- Completed Climate Surveys in 2002, 2005 and 2008.
- Conducted regular Listening Sessions with employee and constituency groups to complement Climate Surveys to assess and improve College climate and communications processes (July 2003 – present).
- Completed the Monitoring Report on assessment and submitted to Higher Learning Commission of the North Central Association (November 2005).
- Redesigned and implemented the annual budget process (October 2003).
- Created on-line plans supporting the Strategic Plan, for all departments and administrative units (January 2004).
- Completed the Strategic Plan 2009-2012 (February 2009).

# Developing the Plan

GCC's Strategic Plan is driven by a set of directions that provides a common azimuth for all planning, budgeting and assessment activities accomplished by the College. The six strategic directions are defined further by 25 strategic goals that guide instruction, student services, administrative services and college advancement. Each specified organizational unit takes actions to accomplish the College's mission of serving the educational and student-services needs of a diverse student body and external community.

**SIX STRATEGIC DIRECTIONS DEVELOPED BY THE MCCCD GOVERNING BOARD WERE DEVELOPED FURTHER INTO 25 STRATEGIC GOALS BY GCC FACULTY AND STAFF.**

<p><b>Access</b> – GCC will maximize stakeholder access to all facilities, programs and services.</p> <ol style="list-style-type: none"> <li>1. Respond to changing demographics and needs of the community.</li> <li>2. Enhance and expand access to instruction, student and administrative services.</li> <li>3. Strengthen partnerships with local businesses, industry, educational institutions and governments within the community.</li> <li>4. Continue development of off-campus sites, programs and services.</li> <li>5. Provide student, faculty and staff access to leading-edge technology.</li> </ol>	<p><b>Resources for Growth</b> – GCC will identify and pursue new and existing revenue sources to promote growth and increase cost effectiveness.</p> <ol style="list-style-type: none"> <li>1. Assess and refine college budgeting strategies for the efficient use of resources and delivery of quality programs and services.</li> <li>2. Improve existing facilities and facility utilization for the efficient and productive use of learning and work spaces.</li> <li>3. Develop Master Plan for future Surprise, AZ site.</li> <li>4. Communicate the needs and accomplishments of the college effectively in support of capital campaigns.</li> <li>5. Enhance fundraising and development to support the college needs.</li> <li>6. Develop grant opportunities and alternative funding for instructional and support initiatives.</li> </ol>
<p><b>Dynamic Learning Environments</b> – GCC will promote and support opportunities for students by enhancing learning environments, delivery options, student retention and success strategies, teaching and learning.</p> <ol style="list-style-type: none"> <li>1. Encourage and support faculty innovation in curriculum development and instructional delivery.</li> <li>2. Develop student services as dynamic, out-of-class learning environments for students with creative delivery options and procedures.</li> <li>3. Advance the technological standard for the 21st century 'classroom' and workplace to provide maximum flexibility and learning opportunities.</li> <li>4. Strengthen the links between library/ technology resources and classroom instruction.</li> <li>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.</li> </ol>	<p><b>Qualified and Diverse Workforce</b> – GCC will recruit and retain a qualified and diverse workforce.</p> <ol style="list-style-type: none"> <li>1. Promote a culture of opportunity and a climate of respect.</li> <li>2. Maintain safe and secure learning and work environments for students, faculty and staff.</li> <li>3. Develop additional strategies to recruit and retain diverse, highly qualified candidates for employment.</li> <li>4. Promote and enhance employee professional growth, training, and mentoring opportunities.</li> </ol>
<p><b>Collaboration</b> – GCC will enhance internal collaboration and increase external partnerships.</p> <ol style="list-style-type: none"> <li>1. Evaluate, expand and enhance partnerships with educational institutions, businesses, industries, governmental, and community agencies.</li> <li>2. Promote interdisciplinary partnerships among college departments/units.</li> <li>3. Capitalize on the synergy of centralized and decentralized financial, physical and human resources within the district.</li> </ol>	<p><b>Strong Identity</b> – GCC will develop a strong identity that reflects its role in and value to the community.</p> <ol style="list-style-type: none"> <li>1. Strengthen identity and community awareness of GCC as a leader in teaching excellence, innovative technologies, student support, facilities, learning opportunities, and student success.</li> <li>2. Strengthen GCC partnerships with surrounding communities and the Maricopa Community Colleges.</li> </ol>

Figure 6. Strategic Directions and Goals

## Implementing the Plan

The Strategic Plan is set into action through seven Department Strategic Plans. These plans, which define activities and establish accountability for implementation and delivery, chart GCC's course for change as College personnel strive to achieve strategic goals and directions. Mission, Vision, Values, SWOT, Strategic Directions and Strategic Goals are the foundation upon which the strategic plans are developed. While the individual(s) identified in the table that follows "champion" each plan, many individuals from various College units contribute to the successful completion of specific strategic activities.

**DEPARTMENTAL STRATEGIC PLANS PROVIDE A DETAILED LIST OF ACTIVITIES AND EXPECTED OUTCOMES THAT, WHEN COMPLETED, REALIZE STRATEGIC GOALS.**

Plans are updated regularly, and Strategic Accomplishments are reported annually to MCCCDD Governing Board. Additionally, action plans are developed as needed to achieve short-term goals. Strategic Plans are identified below and maintained on the College Research Services' web site ([www.gc.maricopa.edu/crs](http://www.gc.maricopa.edu/crs)).

**STRATEGIC GOALS CAN APPLY TO A SINGLE DEPARTMENT/UNIT OR CUT ACROSS THE ENTIRE ORGANIZATION.**

Strategic Plans	Champions
Academic Affairs	VP-Academic Affairs
Information Technology	VP-Information Technology
Student Services	VP-Student Affairs
Administrative Services	VP-Administrative Services
College Advancement	President / Director of College Advancement
College Research and Climate	President / Director of Research, Planning and Development

Figure 7. Department Strategic Plans to support College Planning

# Strategic Directions

The MCCC CD Governing Board's six strategic directions provide the overall framework under which strategic planning is accomplished at the College level. These directions include Access, Dynamic Learning Environments, Collaboration, Resources for Growth, Qualified and Diverse Workforce, and Strong Identity.

## **MCCC CD Strategic Directions:**

- Access: Maximize stakeholder access to MCCC CD's facilities, programs and services.
- Dynamic Learning Environments: Promote and support opportunities for students by enhancing learning environments and delivery options, student retention and success strategies, and quality teaching and learning.
- Collaboration: Enhance internal collaboration and increase external partnerships.
- Resources for Growth: Identify and pursue new and existing revenue sources while promoting cost effectiveness.
- Qualified and Diverse Workforce: Recruit, develop and retain a quality diverse workforce.
- Strong Identity: Maintain a strong identity that reflects its role in – and value to – the community.

## Strategic Direction: Access

Maximizing stakeholder access to the College's campuses and educational sites, resources and programs is the first of six strategic directions for GCC. Access is a multidimensional strategic direction and includes the service-area geography, physical-site components (e.g., parking, ADA compliance, furniture types), temporal parameters (e.g., class-scheduling options) and delivery form (e.g., online registration, Internet-based instruction). To maximize access, GCC has established five strategic goals:

**GCC ADDED 602 PARKING SPACES TO ITS NORTH PARKING LOT, IMPROVING ACCESS TO THIS EXPANDING PART OF THE MAIN CAMPUS.**

### Strategic Goals: Access

1. Respond to changing demographics and needs of the community.
2. Enhance access to instruction, student and administrative services.
3. Strengthen partnerships with local businesses, industry, educational institutions and governments within the community.
4. Continue development of off-campus sites, programs and services.
5. Provide student, faculty and staff access to leading-edge technology.



Facing roughly northeast, this is a view of the newly widened entrance to the north parking lot at the intersection of 59th Avenue and Vogel.

## Strategic Direction: Dynamic Learning Environments

Dynamic learning environments begin with the curriculum, which is developed by both the College's faculty and District Instructional Councils. Curriculum offerings are evaluated and modified regularly through the faculty- and student-evaluation processes, the College's Go/No Go enrollment-management report (shows multiyear trend in course and section enrollment to optimize scheduling and facilities utilization), and within the career-technical education curriculum. This program-review process is conducted every three years.

Dynamic learning environments are furthered through the construction, maintenance and furnishing of state-of-the art classroom and lab facilities, support of extra-classroom learning-resource facilities (library and high-tech centers) and the integration of student-services activities into the education continuum. Additionally, the College continues to evaluate and restructure faculty contracts to promote alternative delivery options and schedule selected courses and services. To achieve this strategic direction, GCC has established five strategic goals.

### **Strategic Goals: Dynamic Learning Environments**

1. Encourage and support faculty innovation in curriculum development and instructional delivery.
2. Develop student services as dynamic, out-of-class learning environments for students with creative delivery options and procedures.
3. Advance the technological standard for the 21st century "classroom" and workplace to provide maximum flexibility and learning opportunities.
4. Strengthen the links between library/ technology resources and classroom instruction.
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.

## Strategic Direction: Collaboration

Collaboration among MCCCDC colleges and with external partners is essential to the efficient operation of GCC. Examples of the many forms of collaboration include the development of shared curriculum and programs, creation of internship opportunities and sponsorship of special events with community and workforce partners, shared use of facilities (e.g., Chemistry Day, Science Olympiad, GCC-NAU Connections), implementation of improved technology systems (e.g., wireless technology project, new SIS), articulation with state and private universities, participation in federal grant programs, and others. Collaboration is even more important in financially challenging times. To maximize collaboration, GCC has established three strategic goals.

### Strategic Goals: Collaboration

1. Evaluate, expand and enhance partnerships with educational institutions, businesses, industry, governmental, and community agencies.
2. Promote interdisciplinary partnerships among college departments/units.
3. Capitalize on the synergy of centralized and decentralized financial, physical and human resources within the district.



Chemistry Day 2006  
Science Olympiad 2008  
Life Sciences building – housing  
Biology, Nursing and Psychology  
departments

## Strategic Direction: Resources for Growth

Like collaboration, enhancing resources is essential to improving educational programs, attracting qualified faculty and staff, expanding delivery options and implementing leading-edge technology to support the 21st century “classroom.”

The College derives its operating revenue from property taxes, student tuition and fees, state appropriations, and grants, private gifts and contracts. Since the 2002 HLC-NCA visit, tuition costs have risen from \$46 per credit hour to \$71 per credit hour. State appropriations continue to be uncertain and likely will decrease. In November 2004, Maricopa County voters approved a \$951-million bond initiative that will support improvements in campus infrastructure, construction of new facilities, and the upgrade of technology and equipment for occupational programs.

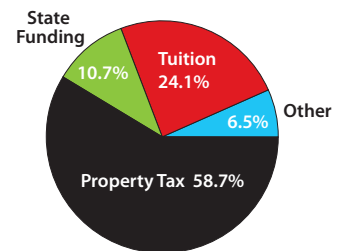


Figure 8. Maricopa Revenue Sources FY 2007-08

Clearly, alternative revenue sources must be pursued. Viable sources include philanthropic gifts from alumni and other individuals, corporate and foundation support, and federal and state grants.

In addition to enhancing revenue resources, the College must manage its budget and other resources efficiently. Budget development is constrained somewhat because it is an annual process and driven by enrollment, which has experienced a downward trend in recent years. The College’s ability to carry forward a maximum of 3 percent of its Fund 1 (Operational) dollars to the next year has enabled GCC to begin thinking along multi-year lines. GCC continues to adjust scheduling to maximize facilities utilization and to conduct necessary maintenance and renovation activities to support improved usage. To enhance resources for growth, the College has established six strategic goals (Figure 15).

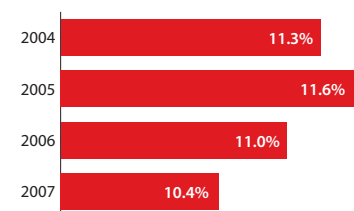


Figure 9. Trend in State Appropriation as Percentage of Maricopa Total Revenue



Figure 10. Maricopa Resident Tuition

### Strategic Goals: Resources for Growth

1. Assess and refine college budget strategies for the efficient use of resources and delivery of quality programs and services.
2. Improve existing facilities and facility utilization for the efficient and productive use of learning and workspaces.
3. Develop a Master Plan for a future campus in Surprise, AZ.
4. Communicate the needs of the college effectively in support of capital campaigns.
5. Enhance fundraising and development to support the college needs.
6. Develop grant opportunities and alternative funding for instructional and support initiatives.

## Strategic Direction: Qualified and Diverse Workforce

GCC's stature as a leading community college requires a collective body of outstanding faculty and staff who represent a diverse spectrum of backgrounds, cultures and experiences. Each member of the College possesses unique qualifications and is committed to a culture of excellence. People are truly the College's most valuable asset through which its strategic directions and goals will be achieved.

Since the 2002 HLC-NCA visit, GCC has dedicated significant energy to improve hiring processes, broaden advertising, place increased emphasis on professional-education opportunities, improve communication processes and positively influence the campus climate. Four strategic goals support this strategic direction.

**GCC IS INCREASING THE USAGE OF WEB-BASED ADVERTISING AND JOB BOARDS TO EFFECTIVELY REACH QUALIFIED AND DIVERSE AUDIENCES.**

### Strategic Goals: Qualified and Diverse Workforce

1. Promote a culture of opportunity and a climate of respect.
2. Maintain a safe, secure learning and work environment for students, faculty and staff.
3. Invest in strategies to recruit and retain diverse, highly-qualified candidates for employment.
4. Promote and enhance employee growth, training and mentoring opportunities.



Convocation Fall 2007



Leadership Breakfast 2008

## Strategic Direction: Strong Identity

It often has been said GCC's reputation for academic excellence is well known within MCCC and less so beyond state boundaries. MCCC enjoys just the reverse reputation: less well known within the county yet highly visible and respected throughout the state and nation. Clearly, the identities of both entities are interdependent; and collectively the strength of a cohesive, seamless identity can attract greater resources and promote the vision, missions, and values of both. GCC's sixth strategic direction – strong identity – is supported by two strategic goals.

### Strategic Goals: Strong Identity

1. Strengthen identity and community awareness of GCC as a leader in teaching excellence, innovative technologies, student support, facilities, learning opportunities, and student success.
2. Strengthen GCC partnerships with surrounding communities and the Maricopa Community Colleges.

Although the College's goals for identity are championed by College Advancement Services, the actions necessary to achieve these goals are the responsibility of every department/unit on campus.



**In partnership with a consortium of West Valley educational institutions and businesses, GCC participates in mammoth Career and Technical Expo.**

More than 220 exhibitors and 11,000 student and parents attended the "Sky's the Limit" event. September, 2007

**GCC's student newspaper, The Voice, Receives a gold medal**

from the Columbia Scholastic Press Association  
September 2006

**GCC's website receives award!**

Receives District 6 Medallion Award in the Web Category from the National Council for Marketing and Public Relations (NCMPR)  
September 28, 2007

**County voters approve Proposition 401 \$951,359,000 General Obligation Bond by an amazing 75.8 percent!**

The Arizona Republic, (Phoenix, AZ)  
November 5, 2004

# Summary

GCC's Strategic Plan provides a roadmap for the next three years to five years. The plan will be reviewed and updated annually, incorporating information and feedback from the G-SPAC, department and unit managers, MCCC CD environmental scans, results of program review, assessment activities and annual budgets. GCC will continue to make adjustments to ensure the College successfully accomplishes its mission to address the higher-education needs of its community.



# Appendix A

## Link to Master Plan and Prioritized Projects Lists

GCC Strategic Directions	GCC Master Plan 2003-2023 and GCC North Master Plan 2004-2044 – Key Components	Prioritized Project Lists (GCC & GCC North) 2003-2014
<p><b>Maximize Access</b></p>	<ul style="list-style-type: none"> <li>• Increase instructional space</li> <li>• 44,000 – 57,000 projected student enrollment</li> <li>• 46% increase in floor area</li> <li>• Potential new building area 363,000-418,000 sf</li> <li>• Improve internal access with “clusters concept,” walkways and signage</li> <li>• Construct ring road and around GCC North site</li> <li>• Improve Vogel and Via Gaucho access points</li> <li>• Increase parking from 3,800 to 5,000 spaces</li> <li>• Construct East Parking area (2016-2019)</li> </ul>	<ul style="list-style-type: none"> <li>• Construct instructional space for 48,000 students at GCC and GCC North</li> <li>• GCC: Two new Bldgs. (Projects #1 &amp; 4), 14 renovations, five special projects; potential new building area 75,000sf</li> <li>• GCC North: Four new Bldgs., potential new building area 65,000sf</li> <li>• Widen Vogel and Via Gaucho (Project #8)</li> <li>• Add 602 new parking spaces at GCC (Project #13) and 195 new spaces at GCC North</li> <li>• Complete off site improvements to Happy Valley Road</li> </ul>
<p><b>Create Dynamic Learning Environments – on and off campus</b></p>	<ul style="list-style-type: none"> <li>• Construct new buildings for Life Science–Nursing–Psychology, Applied Technologies and Business &amp;IT</li> <li>• Construct Center for Learning (2016-2019)</li> <li>• Construct Art Gallery (2016-2019)</li> <li>• Construct North Building Addition (2016-2019)</li> <li>• Construct Instruction, Information, Student Services Bldgs. and Central Plant at GCC North</li> <li>• Construct Remainder of GCC North in three phases (Phase II 2014-24, Phase III 2024-34, Phase IV 2034-44)</li> <li>• Demolish T2, T3, AU; replace with West Building</li> <li>• Cluster disciplines</li> <li>• Include study spaces in buildings or clusters</li> <li>• Increase space in Library Media Center</li> <li>• Seamlessly integrate technology</li> <li>• Modernize Student Union</li> <li>• Remodel LA, O1, O2 and FA Buildings (2016-2019)</li> <li>• Remodel Existing Site, to include Northwest Education Center modular buildings</li> </ul>	<ul style="list-style-type: none"> <li>• Construct new North Building for Life Science–Nursing–Psychology (Project #1), and Northwest Building for Applied Technologies Building (Project #4)</li> <li>• Renovation (major renovation) of Business &amp; IT Building (Project #7)</li> <li>• Renovate Athletics, Life Science, T1, T2, T3, and Fitness &amp; Wellness (minor renovation) (Projects #2, #5, #6, #9, #12, #17)</li> <li>• Renovate Student Union (major renovation) (Project #3)</li> <li>• Set aside \$10 million for technology at GCC, \$500,000 for GCC N, and \$7.22 per sf added to new construction and major renovations</li> <li>• Purchase 75-100 acres in NW Valley for future campus near Surprise, AZ</li> <li>• Redesign space for John F. Prince Library (Project #21)</li> <li>• Purchase Deer Valley modular buildings</li> <li>• Develop eight clusters at GCC, four at GCC North</li> <li>• Include study spaces in new construction and renovation projects</li> <li>• Display more of GCC Art collection in campus buildings</li> </ul>

## Appendix A – continued

<b>GCC Strategic Directions</b>	<b>GCC Master Plan 2003-2023 and GCC North Master Plan 2004-2044 – Key Components</b>	<b>Prioritized Project Lists (GCC &amp; GCC North) 2003-2014</b>
<b>Maximize Collaboration</b>	<ul style="list-style-type: none"> <li>• Work with City of Glendale on entrance points</li> <li>• Evaluate option for new Performing Arts Center (2016-2019)</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborate with City of Glendale on 59th Avenue widening (On Board Project) and Vogel entrances (Project #8)</li> <li>• Evaluate external agreements for use of existing structures at GCC North</li> </ul>
<b>Enhance Resources for Growth</b>	<ul style="list-style-type: none"> <li>• Construct multi-level buildings (re-densification)</li> <li>• Maintain existing structures or demolish</li> <li>• Move Receiving to northeast corner of campus</li> <li>• Add permanent storage</li> <li>• Update/standardize infrastructure (e.g., HVAC systems)</li> <li>• Improve energy and water efficiency (use granite, drought tolerant landscaping)</li> </ul>	<ul style="list-style-type: none"> <li>• Implement re-densification and clustering concepts</li> <li>• Maintain neighborhood fit; GCC North buildings may have to be single story</li> <li>• Include infrastructure upgrades in all major and minor renovations</li> <li>• Plan for 10,000sf of permanent storage (Project #15)</li> </ul>
<b>Recruit and Retain Qualified and Diverse Workforce</b>	<ul style="list-style-type: none"> <li>• Add social spaces within clusters</li> <li>• Add work areas for adjunct faculty</li> <li>• Improve internal climate of structures (HVAC and asbestos abatement)</li> <li>• Improve safety (lighting, surveillance systems, extend walkways into parking lots)</li> </ul>	<ul style="list-style-type: none"> <li>• Add social spaces as part of Student Union. Library, HT1, and HT2 (Projects #3, #10, #11, #21)</li> <li>• Add adjunct work areas to many new and renovated facilities</li> <li>• Minimal renovation of faculty offices in O1, O2 and O4 (Projects #16, #18)</li> <li>• Include asbestos abatement as necessary</li> <li>• Include additional lighting and cameras in Parking project (#13)</li> </ul>
<b>Develop Strong Identity</b>	<ul style="list-style-type: none"> <li>• Install marquee at 59th and Olive (from 1994 bond)</li> <li>• Install additional marquees along Olive and 59th Avenues and at GCC North</li> <li>• Retain signature Palm walks along main malls</li> <li>• Modernize Student Union for student and community use</li> <li>• Modernize gymnasium to support visiting teams, officials and a growing fan base</li> </ul>	<ul style="list-style-type: none"> <li>• Design Student Union (Project #3) to include multi-use rooms, configurable to large audiences (community need)</li> <li>• Construct pre-cast gateway as part of Vogel entrance (Project #8)</li> </ul>

# Appendix B

## Glendale Community College Map



A	Administration	HTA	High Tech Annex	03	Faculty Offices 3
AG	Agriculture	HU	Humanities	04	Faculty Offices 4
AJ	Administration of Justice	ICB1	Institute Classroom Building 1	05	Faculty Offices 5
AT	Athletics	ICB2	Institute Classroom Building 2	06	Faculty Offices 6
B	Business	LA	Language Arts	07	Faculty Offices 7
CC	Best Western Call Center	LCM	John F. Prince Library Media Center	P	Portable Classrooms
CCS	Counseling & Career Center	LA	Language Arts	PAC	Performing Arts Center
CL	Center for Learning	LCM	John F. Prince Library Media Center	PS	Physical Sciences
CS	College Safety	LS	Life Sciences	SA	Soleri Amphitheater
EC	Enrollment Center	LSA	Life Sciences Annex	ST	Stadium
FA	Fine Arts	MA	Math	SU	Student Union
FC	Fitness Center	MU1	Music 1	T1	Technology 1
FS	Fire Station	MU2	Music 2	T2	Technology 2
FW	Fitness & Wellness	NU	Nursing	T3	Technology 3
G	Gym	O	Observatory	TDS	Testing and Disability Services
HT1	High Tech Center 1	O1	Faculty Offices 1	TPS	Technology Public Services
HT2	High Tech Center 2	O2	Faculty Offices 2		

## Appendix C

### Link Between Strategic Directions and GCC Operating Budget

#### **FY 2007-08 Fixed Operating Costs (by function) Projected**

Instruction	\$39,393,641
Academic Support (e.g., Library, Tech Ctr.)	\$ 7,355,072
Student Services	\$ 5,732,867
General Institutional (e.g., Catalogs, Schedules, Postage)	\$ 2,921,315
Administration	\$ 2,092,290
Physical Plant	\$ 4,776,560
Contingency	\$ 288,579
<b>Total</b>	<b>\$62,560,324</b>

The College budget allocation process for FY 2007-08 resulted in the distribution of \$3,391,811 in available one time, operational and capital funds; and information technology and occupational education capital funds, to departments/units to support strategic directions and goals. The following is a distribution of these funds for FY 2007-08.  
*Note: No permanent operational dollars were available to allocate for FY 2007-08*

## Appendix C – continued

Budget Subcommittees	Access	Dynamic Learning Environments	Collaboration	Resources For Growth	Qualified and Diverse Workforce	Strong Identity
<b>College-Wide</b>						
Equipment						
Supplies						
Capital				\$51,736		
New Staff		\$368,481			\$3,620	
Off the Top					\$11,200	
<b>Instruction</b>						
Equipment		\$8,646				
Supplies						
Capital		\$123,265				
Occupational Capital		\$423,742				
New Staff						
Hourly Wages						
<b>Faculty Staffing</b>		\$814,187				
<b>Student Services</b>						
Equipment						
Supplies						
Capital						
New Staff	\$35,180					
Off the Top	\$450,000					
<b>Facilities</b>						
Equipment/Furniture	\$12,000	\$35,603			\$2,500	
Renovation/Repair		\$7,651			\$22,200	
<b>Computer Resources</b>						
IT Capital	\$20,800	\$1,000,000				
<b>Total</b>	\$517,980	\$2,781,575		\$51,736	\$40,520	

Note: Some allocations cover more than one strategic direction., e.g., the \$814,187 spent on faculty staffing significantly impacts *Dynamic Learning Environments*, but also *Access* and *Qualified and Diverse Workforce*.

