

STRATEGIC PLAN

2010-2013



GLENDALE COMMUNITY COLLEGE

A Maricopa Community College



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Strategic Plan 2010-2013

Published July 2010



Table of Contents

Background	1
College Vision and Mission	2
Maricopa Values	3
Strategic Planning Process	4
Planning Model	4
Inputs to the Plan	5
Strategic Planning Process Summary	10
Developing the Plan	11
Implementing the Plan	12
Strategic Directions	13
Access	14
Dynamic Learning Environments	15
Collaboration	16
Resources for Growth	17
Qualified and Diverse Workforce	18
Strong Identity	19
Summary	20
Appendices	
Appendix A – Link to Master Plan and Prioritized Projects Lists	21
Appendix B – Glendale Community College Maps	23
Appendix C – Link between Strategic Directions and GCC Operating Budget.	25

Background

Glendale Community College is the second-oldest college in the Maricopa County Community College District. MCCCDC, which was established in 1965, consists of 10 public colleges, two skill centers and numerous satellite sites.

GCC is a multiple sites college. Founded in 1965, the main campus is located on 147 acres at 59th and Olive avenues. In 1984, a bond initiative provided funds to purchase 75 acres at 57th Avenue and West Happy Valley Road and, in 1994, a bond initiative provided \$2 million to develop the tract. In the Fall of 2000, GCC North opened as a 20,000-square-foot satellite site on 10 acres of the Happy Valley property. Additional funding came to GCC North and main campuses in November 2004 when voters approved a \$951-million capital bond for District wide improvements as well as to purchase land for future education sites in Buckeye, Laveen and Surprise.

GCC and GCC North serve the northwest Valley including the cities of Glendale, Peoria, Phoenix, Sun City and Surprise. GCC addresses the education of approximately 30,000 students annually. It received continued accreditation in 2002 by the Higher Learning Commission, North Central Association.

GCC faculty, staff, administrators, students and community members developed the following plan. It is organized around six Strategic Directions and 13 Strategic Goals. The number of goals was reduced to be more focused and attainable while supporting the following universal themes communicated by stakeholders: continuous quality improvement; diversity; high academic standards; safety and security; student centered; supportive technology; sustainability; and inclusiveness. These themes were determined to occur in all directions and goals that produce strategic success. Individual Departmental Strategic Plans articulate activities to be accomplished through 2013 to achieve the college's strategic goals while supporting the vision and mission of the college as well as MCCCDC Strategic Directions.

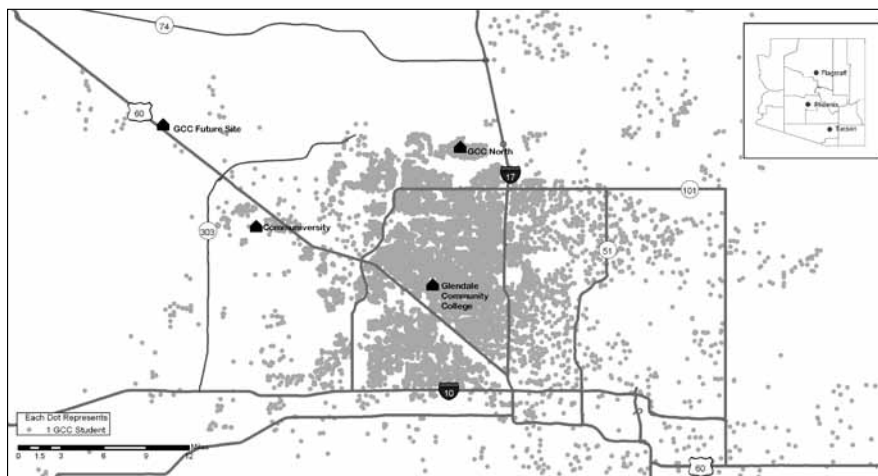


Figure 1. Area served by Glendale Community College, GCC North and ASU West Partnership; each dot represents 1 student address

College Vision and Mission

VISION

Glendale Community College fosters student success by providing innovative, quality learning experiences for all members of the community.

MISSION

Glendale Community College prepares students for further higher education, employment and advancement, and successful participation in a global society.



Gov. Janet Napolitano proclaimed April 12, 2005, to be Glendale Community College Day 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. We strive to treat each other with respect, civility and fairness.

INCLUSIVENESS

We value inclusiveness and respect for one another. We believe that teamwork 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 to ultimately better serve and fulfill the needs of students, internal stake holders and external communities.

Planning Model

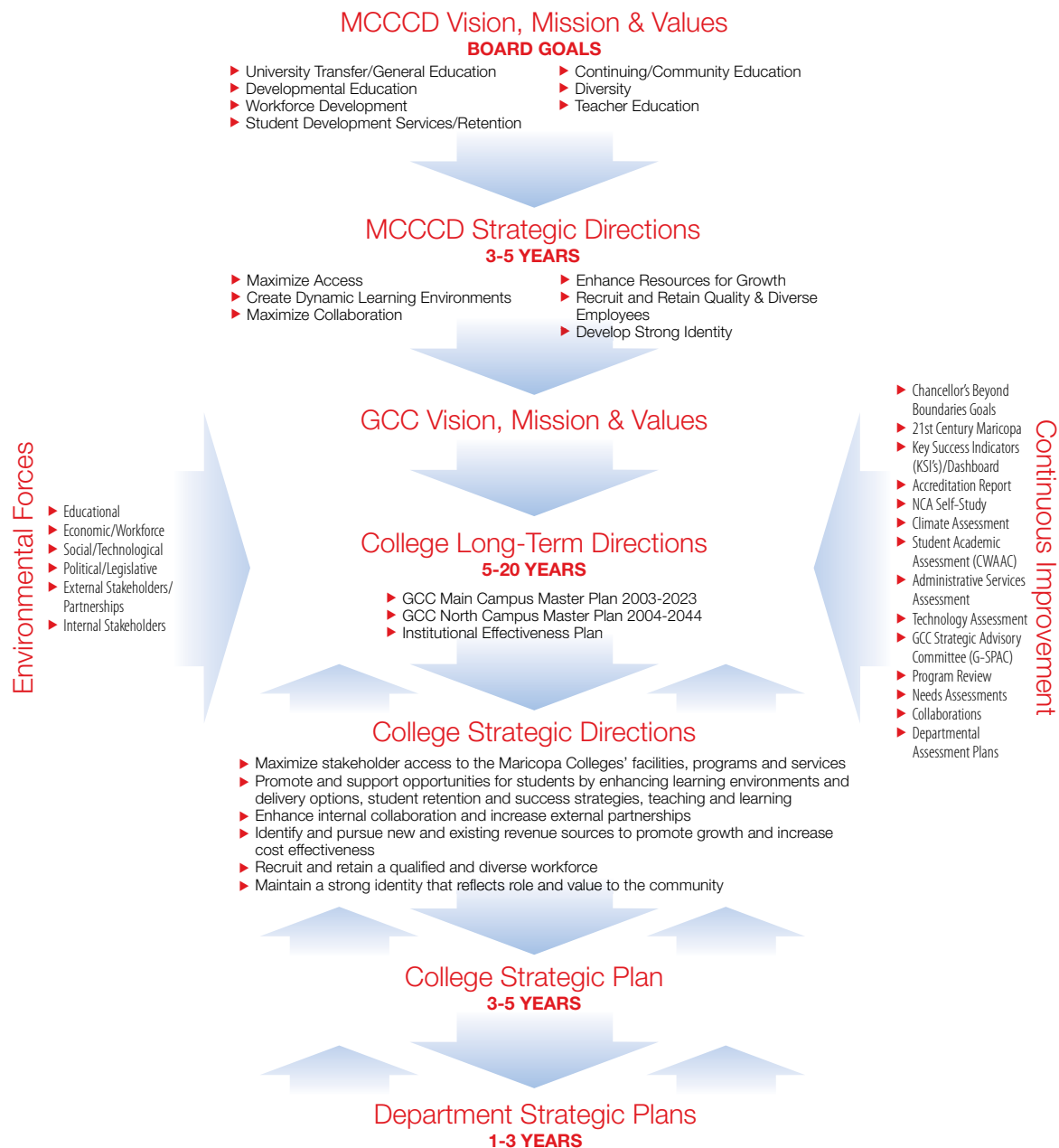


Figure 2 offers a representation of the GCC planning model

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 leading to the Self Study of the college's Strengths, Weaknesses, Opportunities and Threats (SWOT) provided significant input along with involvement by a substantial number of faculty, staff, students and community members.

The college has continued this effort, adopting MCCC's strategic-planning process and 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 6) 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. This 2008 study was validated in 2009 when the college conducted focus groups and brainstorming sessions with its stakeholders and updated the current Strategic Plan.

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 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.

Following a recent study of Maricopa's operating systems by an external consulting firm, GCC and the District are in the process of investigating operating strategies and processes in an attempt to improve efficiencies, reduce costs and direct savings toward student success programs and initiatives. Termed 21st Century Maricopa, this investigation will continue through 2012.

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 the GCC 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.

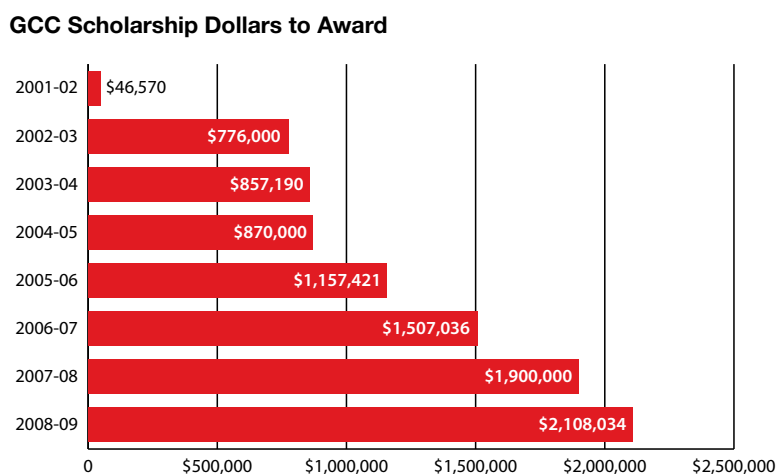


Figure 3. Scholarship Program at Glendale Community College

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

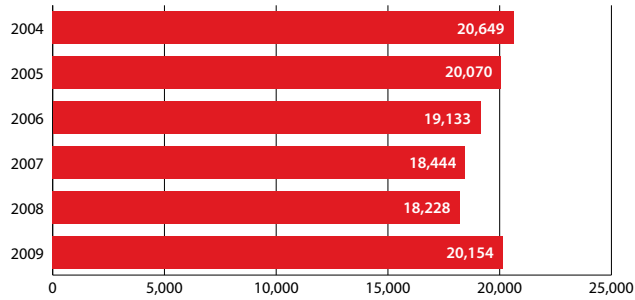
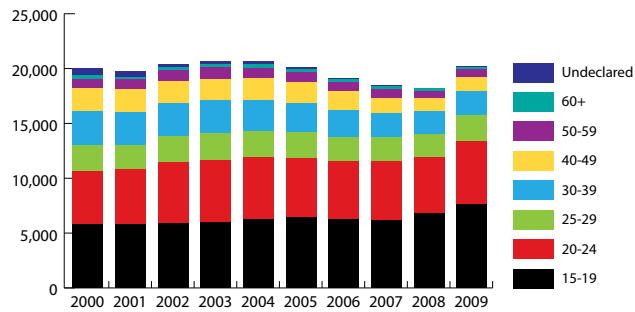


Figure 4. Enrollment (GCC main and North)

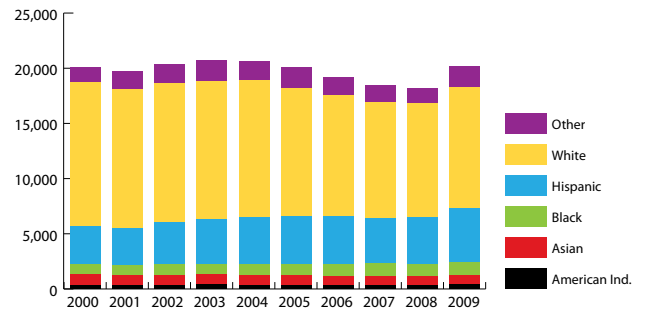
Age Group

Fall Terms 2000-2009



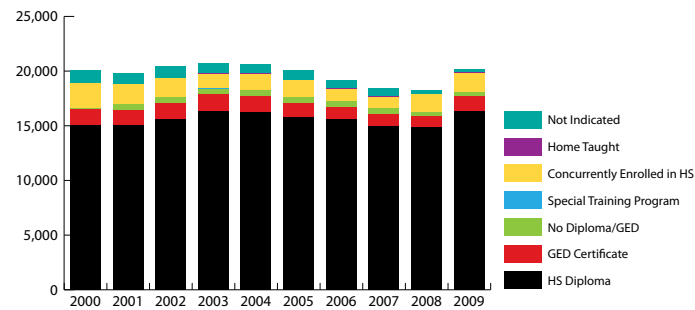
Ethnicity

Fall Terms 2000-2009



High School Grad Status

Fall Terms 2000-2009



Previous Educational Experience

Fall Terms 2000-2009

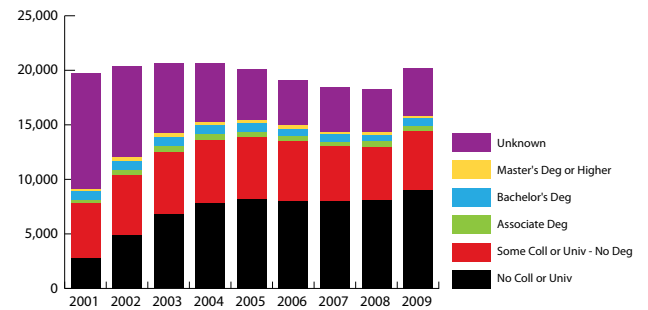


Figure 5. Demographic Data Source: IRIS

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. District-wide 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.

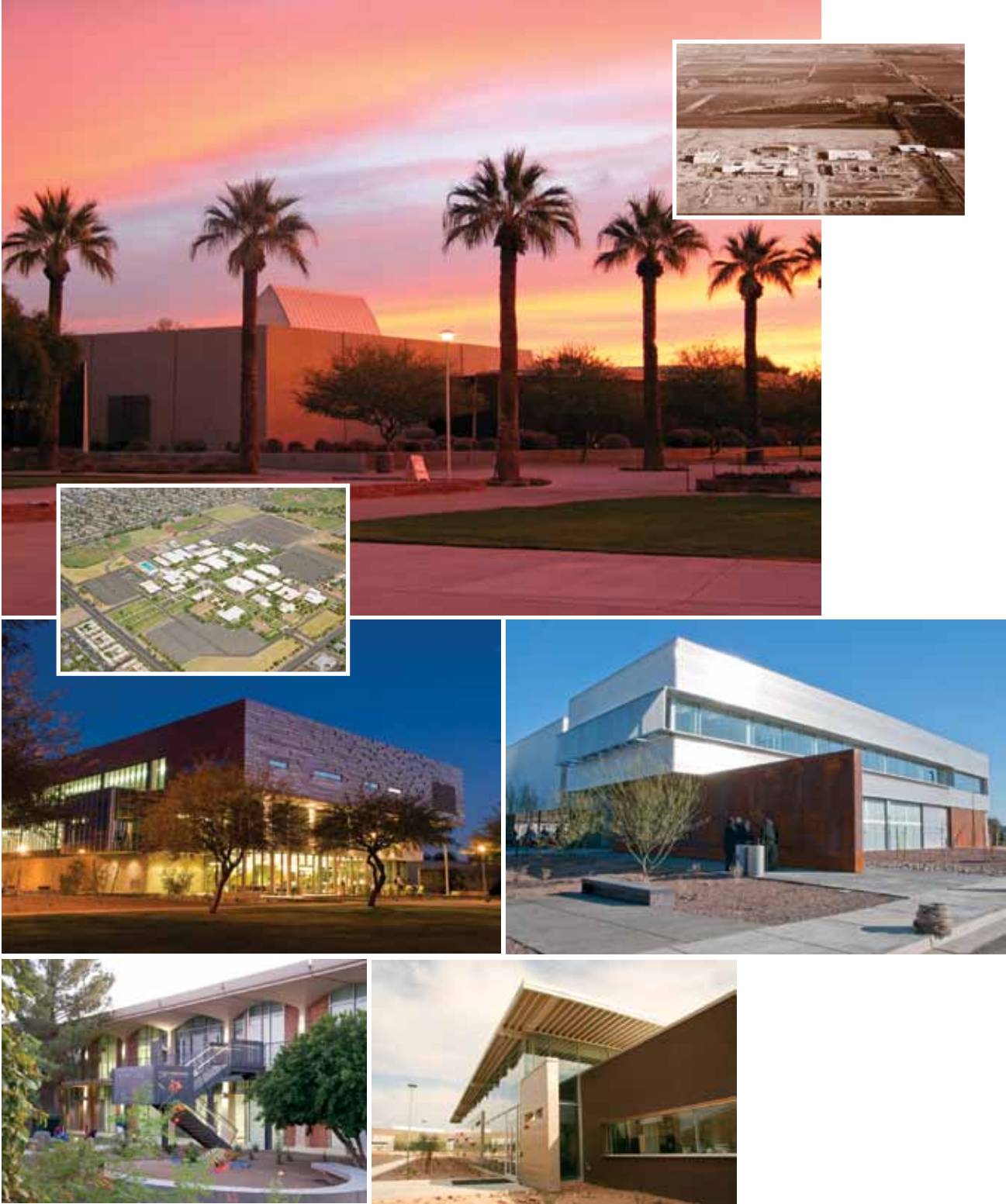
CHANGING CULTURE FROM COMPETITION TO COLLABORATION

Coordination of effort and collaboration between colleges is becoming more important because of the current economic climate and an increasingly competitive educational market. MCCCCD 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 MCCCCD.

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 1965-2010



Strategic Planning Process Summary

While much remains to be accomplished, GCC is already 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, the GCC-ASU Partnership at the west campus and the college's most recent partnering with Rio Salado and other colleges at Communiversiity in Surprise, Ariz. 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 10 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 in 2002/2003, 2006/2007 and 2010/2011.
- Completed Climate Surveys in 2002, 2005 and 2008.
- Conducted regular Listening Sessions/Community Forums/Information Sessions with employee and constituency groups to complement Climate Surveys to assess and improve college climate and communications processes (July 2003 – present).
- Completed reports on assessment, climate and strategic planning and submitted each to The Higher Learning Commission of the North Central Association (May 2004 – November 2005).
- Redesigned and implemented the annual budget process (October 2003).
- Conducted focus groups and revised the Strategic Plan (September 2009 – May 2010).
- Developed Key Success Indicators and a College Dashboard to monitor progress in strategic planning (2007-2010).

Developing the Plan

GCC 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 13 Strategic Goals that guide instruction, student services, administrative services, college research 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 13 STRATEGIC GOALS BY GCC FACULTY AND STAFF.

<p>Access – GCC will maximize stakeholder access to all facilities, programs and services.</p> <ol style="list-style-type: none"> 1. Enhance and expand access to instruction while keeping the cost of education affordable. 2. Enhance and develop educational programs and student services that support changing demographics and needs of the community. 	<p>Resources for Growth – GCC will identify and pursue new and existing revenue sources to promote growth and increase cost effectiveness.</p> <ol style="list-style-type: none"> 1. Assess and refine college budgeting strategies for the efficient and innovative use of resources and delivery of quality programs and services. 2. Support student success through fundraising and development. 3. Seek and implement strategies that improve efficiency, effectiveness and sustainability of college resources.
<p>Dynamic Learning Environments – 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"> 1. Promote the success of developmental, transfer, and workforce students through partnerships, degrees and certificates, expert faculty and staff, relevant curriculum, and strong university articulation. 2. Enhance and develop student services as dynamic, out-of-class learning environments. 3. Encourage and support the expansion of successful assessment strategies, including academic achievement and satisfaction with services to improve student learning and development. 	<p>Qualified and Diverse Workforce – GCC will recruit and retain a qualified and diverse workforce.</p> <ol style="list-style-type: none"> 1. Support a process of hiring, compensation and employee development that is fair, efficient and timely. 2. Promote a culture of equal opportunity, accountability and a climate of mutual respect where every employee is valued as a critical component of the organization and a driver of student success.
<p>Collaboration – GCC will enhance internal collaboration and increase external partnerships.</p> <ol style="list-style-type: none"> 1. Collaborate with educational institutions, businesses, government agencies and community organizations through partnerships for the future. 2. Promote interdisciplinary/interdepartmental partnerships and shared governance to create synergy for a more effective organization. 	<p>Strong Identity – GCC will maintain a strong identity that reflects its role in and value to the community.</p> <ol style="list-style-type: none"> 1. Strengthen identity and community awareness of GCC as a leader in teaching excellence, innovation, student support, well maintained facilities, and student success.

Figure 6. Strategic Directions and Goals

Implementing the Plan

The Strategic Plan is set into action through six Departmental 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 below champion each plan, individuals from various college units contribute to the successful completion of 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 MCCC'D Governing Board. Additionally, action plans are developed as needed to achieve short-term goals. Departmental Strategic Plans are identified below and maintained on the College Research Services' website (www.gccaz.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 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; Quality and Diverse Workforce; and Strong Identity.

MCCC Strategic Directions

- Access: Maximize stakeholder access to MCCC'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.
- Quality 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.



Finding your way around either GCC campus is made easy by modern signage and directional kiosks

Strategic Directions: 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., hybrid class, Internet-based instruction). To maximize access, GCC has established two 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. Enhance and expand access to instruction while keeping the cost of education affordable.
2. Enhance and develop educational programs and student services that support changing demographics and needs of the community.



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 Directions: Dynamic Learning Environments

Dynamic learning environments begin with the curriculum, which is developed by the College's Curriculum and District Instructional councils. Curriculum offerings are evaluated and modified regularly through the faculty- and student-evaluation processes. Additionally, the College's enrollment-management report shows multiyear trends in course and section enrollment allowing optimization of scheduling and use of facilities. Within the career-technical education curriculum, the program-review process is conducted every three years, identifying programs for increased focus and needs for new programs.

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 three strategic goals.

Strategic Goals: Dynamic Learning Environments

1. Promote the success of developmental, transfer, and workforce students through partnerships, degrees and certificates, expert faculty and staff, relevant curriculum, and strong university articulation.
2. Enhance and develop student services as dynamic, out-of-class learning environments.
3. Encourage and support the expansion of successful assessment strategies including academic achievement and satisfaction with services to improve student learning and development.



Chinle Student Services Building at GCC North

Strategic Directions: 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 educational partners (Chemistry Day, Science Olympiad, Water Safety Day); shared use of facilities (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 two strategic goals.

Strategic Goals: Collaboration

1. Collaborate with educational institutions, businesses, government agencies and community organizations through partnerships for the future.
2. Promote interdisciplinary/interdepartmental partnerships and shared governance to create synergy for a more effective organization.



Chemistry Day 2006
Science Olympiad 2008
Water Safety Day 2010

Strategic Directions: 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 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.

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. The college's ability to carry forward a maximum of 3.5 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. In cooperation with MCCCDC, GCC is actively embracing sustainable (green) design; maintenance practices and materials; energy conservation; and recycling initiatives. To enhance resources for growth, the college has established three strategic goals.

Strategic Goals: Resources for Growth

1. Assess and refine college budgeting strategies for the efficient and innovative use of resources and delivery of quality programs and services.
2. Support student success through fundraising and development.
3. Seek and implement strategies that improve efficiency, effectiveness and sustainability of college resources.

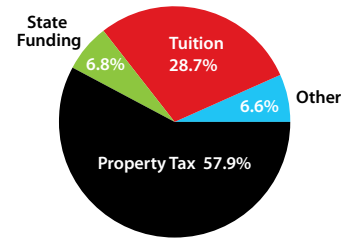


Figure 8. Maricopa Revenue Sources FY 2010-11

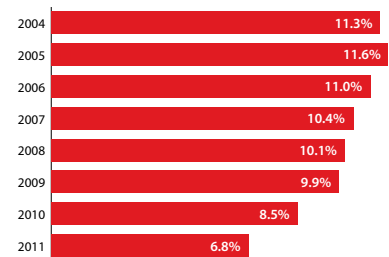


Figure 9. Trend in State Appropriation as Percentage of Maricopa Total Revenue

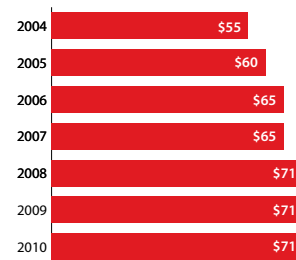


Figure 10. Maricopa Resident Tuition

Strategic Directions: 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.

In recent years, budget constraints have required the college to rely more heavily on adjunct faculty, part time employees and outsourcing. This trend will require the college to rethink its programs and services relative to the workforce.

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

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. Two strategic goals support this strategic direction.

Strategic Goals: Qualified and Diverse Workforce

1. Support a process of hiring, compensation and employee development that is fair, efficient and timely.
2. Promote a culture of equal opportunity, accountability and a climate of mutual respect where every employee is valued as a critical component of the organization and a driver of student success.



Learning Day 2010



Leadership Breakfast 2008

Strategic Directions: Strong Identity

It often has been said the GCC reputation for academic excellence is well known within MCCCCD and less so beyond state boundaries. MCCCCD 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.

Strategic Goals: Strong Identity

1. Strengthen identity and community awareness of GCC as a leader in teaching excellence, innovation, student support, well maintained facilities and student success.

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



GCC 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

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

The GCC student newspaper, The Voice, Receives a gold medal

from the Columbia Scholastic Press Association
September 2006

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

The Arizona Republic, (Phoenix)
November 5, 2004

Summary

GCC's Strategic Plan provides a roadmap for the next three to five years. The plan will be reviewed and updated annually, incorporating information and feedback from the G-SPAC, department and unit managers; MCCCD 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.



Chinle Student Services Building at GCC North houses the enrollment center, fitness center, bookstore and food services



The East-West Mall on the GCC main campus

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>Maximize Access</p>	<ul style="list-style-type: none"> • Increase instructional space • 44,000 – 57,000 projected student enrollment • 46% increase in floor area • Potential new building area 363,000-418,000 sf • Improve internal access with “clusters concept,” walkways and signage • Construct ring road and around GCC North site • Improve Vogel and Via Gaucho access points • Increase parking from 3,800 to 5,000 spaces • Construct East Parking area (2016-2019) 	<ul style="list-style-type: none"> • Construct instructional space for 48,000 students at GCC and GCC North • GCC: Two new Bldgs. (Projects #1 & 4), 14 renovations, five special projects; potential new building area 85,000sf • GCC North: Four new Bldgs., potential new building area 68,000sf • Widen Vogel and Via Gaucho (Project #8) • Add 602 new parking spaces at GCC (Project #13) and 195 new spaces at GCC North • Complete off site improvements to Happy Valley Road • Complete parking alternates 6 and 7 and add west parking to GCC North (345 spaces)
<p>Create Dynamic Learning Environments – on and off campus</p>	<ul style="list-style-type: none"> • Construct new buildings for Life Science–Nursing–Psychology, Applied Technologies and Business &IT • Construct Center for Learning (2016-2019) • Construct Art Gallery (2016-2019) • Construct North Building Addition (2016-2019) • Construct Instruction, Information, Student Services Bldgs. and Central Plant at GCC North • Construct Remainder of GCC North in three phases (Phase II 2014-24, Phase III 2024-34, Phase IV 2034-44) • Demolish T2, T3, AU; replace with West Building • Cluster disciplines • Include study spaces in buildings or clusters • Increase space in Library Media Center • Seamlessly integrate technology • Modernize Student Union • Remodel LA, O1, O2 and FA Buildings (2016-2019) • Remodel Existing Site, to include Northwest Education Center modular buildings 	<ul style="list-style-type: none"> • Construct new Life Sciences Building for Biology–Nursing–Psychology (Project #1), and Public Safety Sciences Building for AJS, EMT, LEO and Fire Sciences (Project #4) • Renovation (major renovation) of Business & IT Building (Project #7) • Renovate old Life Science (Life Science Annex), T1, T2, T3, and Fitness & Wellness (minor renovation) (Projects #2, #5, #6, #9, #12, #17) • Renovate Student Union (major renovation) (Project #3) • 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 • Purchase 75-100 acres in NW Valley for future campus near Surprise, AZ • Redesign space for John F. Prince Library (Project #21) • Purchase and upgrade Deer Valley modular buildings • Develop eight clusters at GCC, four at GCC North • Include study spaces in new construction and renovation projects • Display more of GCC Art collection in campus buildings

Appendix A – continued

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
Maximize Collaboration	<ul style="list-style-type: none"> • Work with City of Glendale on entrance points • Evaluate option for new Performing Arts Center (2016-2019) 	<ul style="list-style-type: none"> • Collaborate with City of Glendale on 59th Avenue widening (On Board Project) and Vogel entrances (Project #8) • Evaluate external agreements for use of existing structures at GCC main and North campuses • Participate in Communiversity @ Surprise, AZ
Enhance Resources for Growth	<ul style="list-style-type: none"> • Construct multi-level buildings (re-densification) • Maintain existing structures or demolish • Move Receiving to northeast corner of campus • Add permanent storage • Update/standardize infrastructure (e.g., HVAC systems) • Improve energy and water efficiency (use granite, drought tolerant landscaping) 	<ul style="list-style-type: none"> • Implement re-densification and clustering concepts • Maintain neighborhood fit; GCC North buildings may have to be single story • Include infrastructure upgrades in all major and minor renovations • Plan for 10,000sf of permanent storage (Project #15)
Recruit and Retain Qualified and Diverse Workforce	<ul style="list-style-type: none"> • Add social spaces within clusters • Add work areas for adjunct faculty • Improve internal climate of structures (HVAC and asbestos abatement) • Improve safety (lighting, surveillance systems, extend walkways into parking lots) 	<ul style="list-style-type: none"> • Add social spaces as part of Student Union. Life Sciences Bldg, HT1, and HT2 (Projects #1, #3, #10, #11, #21) • Add adjunct work areas to many new and renovated facilities • Minimal renovation of faculty offices in O1, O2 and O4 (Projects #16, #18) • Include asbestos abatement as necessary • Include additional lighting and cameras in Parking project (#13)
Develop Strong Identity	<ul style="list-style-type: none"> • Install marquee at 59th and Olive (from 1994 bond) • Install additional marquees along Olive and 59th Avenues and at GCC North • Retain signature Palm walks along main malls • Modernize Student Union for student and community use • Modernize gymnasium to support visiting teams, officials and a growing fan base 	<ul style="list-style-type: none"> • Design Student Union (Project #3) to include multi-use rooms, configurable to large audiences (community need) • Install marquees, low wall monuments and directional kiosks (Signage Strategic Plan)

Appendix B

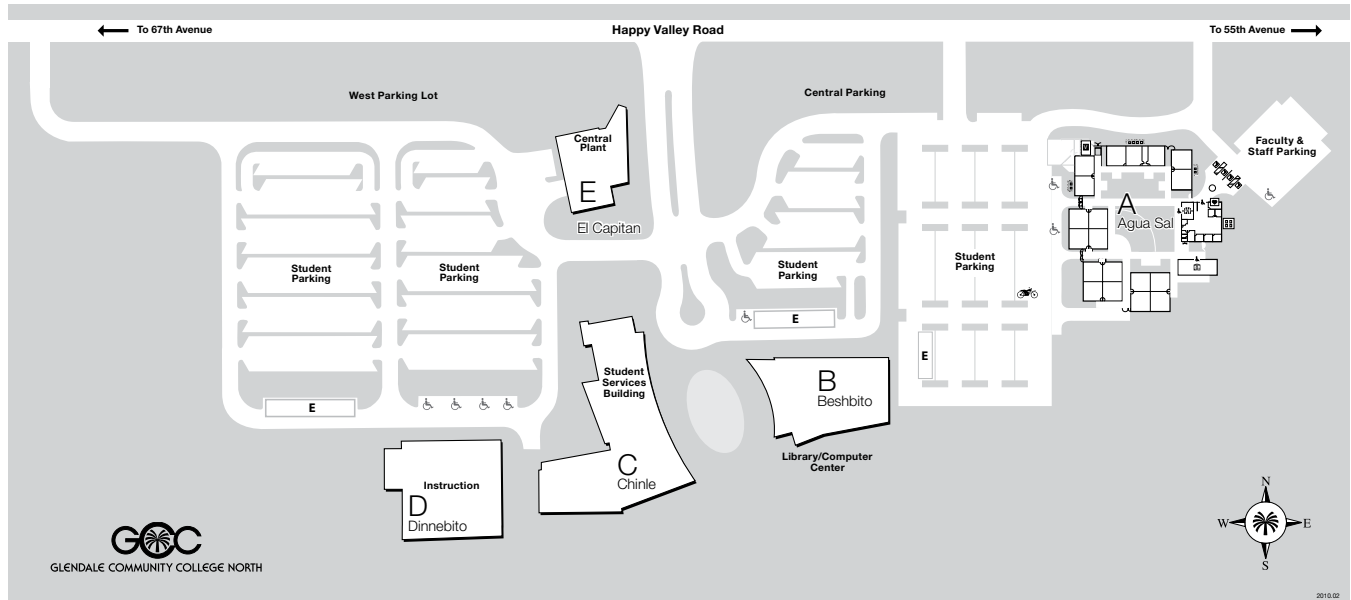
Glendale Community College Map



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	LS	Life Sciences	PAC	Performing Arts Center
CL	Center for Learning	LSA	Life Sciences Annex	PS	Physical Sciences
CS	College Safety	MA	Math	PSS	Public Safety Sciences
EC	Enrollment Center	MU1	Music 1	SA	Soleri Amphitheater
FA	Fine Arts	MU2	Music 2	ST	Stadium
FC	Fitness Center	NU	Nursing	SU	Student Union
FS	Fire Station	O	Observatory	T1	Technology 1
FW	Fitness & Wellness	O1	Faculty Offices 1	T2	Technology 2
G	Gym	O2	Faculty Offices 2	T3	Technology 3
HT1	High Tech Center 1			TDS	Testing and Disability Services
HT2	High Tech Center 2			TPS	Technology Public Services

Appendix B – continued

Glendale Community College North Map



A – Agua Sal

- A-Complex
- Public Safety
 - Faculty Resources Center
 - Copy Center
 - Classrooms 101-119

B – Beshbito

- Library/Computer Center
- Library, Media and Computer Services

C – Chinle

- Student Services Building
- Bookstore
 - Community Room
 - Enrollment Center
 - Fitness Center and Activity Room
 - Food Services

D – Dinnebito

- Instruction
- Classrooms 120–125
 - Tutoring
 - Administrative Services

E – El Capitan

- Central Plant
- Facilities
 - Maintenance
 - Receiving

Appendix C

Link Between Strategic Directions and GCC Operating Budget

FY 2009-10 Fixed Operating Costs (by function) Projected

Instruction	\$43,975,703
Academic Support (e.g., Library, Tech Ctr.)	\$ 8,030,059
Student Services	\$ 9,243,782
General Institutional (e.g., Catalogs, Schedules, Postage)	\$ 3,957,620
Administration	\$ 2,719,392
Physical Plant	\$ 7,200,343
Total	\$75,126,899

The college budget allocation process for FY 2009-10 resulted in the distribution of \$3,449,697 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 2009-10.

Appendix C – continued

Budget Subcommittees	Access	Dynamic Learning Environments	Collaboration	Resources For Growth	Qualified and Diverse Workforce	Strong Identity
College-Wide						
Equipment						
Supplies						
Capital	108,490					
New Staff						
Off the Top	235,000	95,000				
Instruction						
Equipment						
Supplies						
Capital	204,452					
Occupational Capital		364,368				
New Staff						
Hourly Wages						
Faculty Staffing		1,256,804				
Student Services						
Equipment						
Supplies						
Capital	101,238					
New Staff						
Off the Top						
Facilities						
Equipment/Furniture		34,868	14,912			
Renovation/Repair	5,000	18,500	7,000			
Computer Resources						
IT Capital	1,004,065					
Total	1,658,245	1,769,540	21,912			

Note: Some allocations may cover more than one strategic direction. e.g., the \$1,256,804 spent on faculty staffing significantly impacts *Dynamic Learning Environments*, but also *Access*, *Qualified and Diverse Workforce* and *Strong Identity*.



GLENDALE COMMUNITY COLLEGE

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