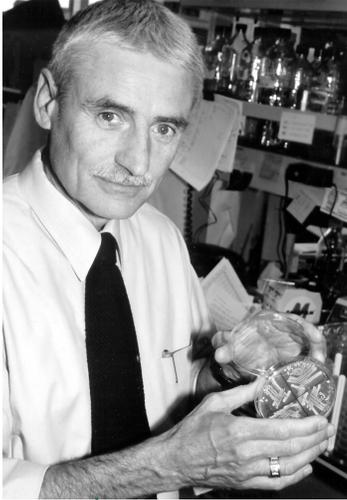


Planning Summary



DR. LELAND HARTWELL Age 64

In October 2001, former GCC student Leland Hartwell received the Nobel Prize in Physiology/Medicine for his cancer-related research on cell function. He pioneered the use of genetics to define the cell cycle and understand its control and role in carcinogenesis, and he discovered a specific class of genes that control the cell cycle. From 1973 to 2000, Hartwell received over 20 professional awards in his field.

Hartwell grew up in Glendale, and had an insatiable desire to understand how things worked. He hung out in the public library, collected bugs, and disassembled and reassembled radios which led to his interest in electricity. In 1957 he came to GCC from high school with no particular plan and a spotty academic record. He took physics and math classes in the engineering tract. After a year at GCC, his academic advisor suggested that he meet with a recruiter from Caltech. Things began to really change for him at this point. He was excited over this new prospect and took the entrance exam and was accepted. He started out studying physics, and then microbiology, eventually earning his Ph.D. from Massachusetts Institute of Technology in 1964. He is currently president of the Fred Hutchinson Cancer Research Center in Seattle. His most recent passion has switched his focus from research to leadership. He also loves to teach and has taught genetics and cell biology at the University of Washington.

Hartwell says, "I came from a non-academic family, and I would have never gone to Caltech if it hadn't been for a couple of key people at Glendale College. I'm impressed at how much impact people who are really dedicated to the teaching profession contribute, and they probably never even know it."

Standard 1: Institutional Mission

The college's mission statement provides the framework for college planning and decision-making and guides the college's offerings and services. To promote campus awareness, the mission statement has been disseminated widely among the campus via the college website and many publications. The Master Plan Task Force continually reviews and makes modifications to the mission statement when needed, and a timetable for the modification and approval process by the Board will be forthcoming. The college is competing a process plan to link the mission statement, the Educational Master Plan, Program Review, and the budget allocation process. A new vision statement has been developed and is scheduled for approval at the January 2004 Board meeting along with the revised Educational Master Plan.

Standard 2: Institutional Integrity

The previous recommendation to coordinate all college publications under one leadership has been accomplished by placing this responsibility with the Director of Communications, Marketing and the Foundation. The Director now oversees campus publications resulting in a more professional appearance with standardized formats as well as the increased consistency and integrity of most materials. The college website has become the main repository for important campus documents, publications, the college catalog, handbooks, and information on programs and services. This information can now be readily accessed by students and faculty. The college needs a program to monitor the accuracy of information on the web site as well as a validation and updating policy to maintain correct and timely data. The implementation of the new ERP (Enterprise Resource Planning) system with an automated Web portal, will enhance the accuracy and timeliness of shared information. A new governance committee is needed to establish

policies and procedures for coordinating and maintaining accurate updates to the Website and campus-wide publications. The Communications, Marketing and Foundation Office (CMF) produces a new publication in coordination with a public access television show called *Gateways*, to promote college programs and services.

The college's Academic Freedom Policy was developed by the Academic Senate Task Force and approved by the Board in 1999. The Academic Freedom Policy has become part of the Board Policy, and it is published in the Student Handbook, the catalog, in course syllabi, and on the college's website. The college will continue to investigate additional means of promoting awareness of this policy as well as the academic honesty policy for students. There is also a continuing need to address general diversity training campus-wide. The college has a comprehensive outreach program for at-risk high school students.

Standard 3: Institutional Effectiveness

The Research and Planning Unit has focused research efforts on the measurement of student outcomes and institutional effectiveness through matriculation outcomes, assessment validation, and student satisfaction. The new ERP system will allow campus access to information to support institutional research. The college has developed a means of evaluating its mission and purpose through the development of over 60 KPI's to measure how the college is meeting its goals. Evaluation will be strengthened by incorporating baseline data, benchmarks of success, and increased follow-up of student success after they leave the college. Increased participation in the program review process has been incorporated into faculty hiring decisions and program improvement.

The last Educational Master Plan was adopted in 1998. The Master Plan Task Force has been working on a comprehensive revision to the plan

for the past two years. This document will be presented for approval at the January 2004 Board Meeting. The combined efforts of the Research and Planning Unit, the Master Plan Task Force, Program Review, and Process Engineering will help to identify, anticipate, and prioritize improvements for the future, thus making the college more proactive. Although most of the components are already in place, the new Educational Master Plan along with key modifications in our shared governance system, will improve the integration of educational, financial, physical, and human resource planning. The new plan will need to be reviewed periodically to reflect campus changes, but will allow budget decisions to be based on justified requests.

Standard 4: Educational Programs

Until recent budget cutbacks, the college experienced increased growth of over 40 percent FTES since the mid-1990's. Although the number of offerings in the Non-Credit programs have increased, there remains a significant unmet demand for these classes within the community. A 2002 bond measure provided \$98 million over a ten-year period for both facilities and infrastructure improvements. The new state-of-the-art science center and future facility expansions will allow the college to serve a greater number of students in a more efficient and effective way.

The number of students completing their academic goals, has increased significantly in the past few years. Despite recent budget cutbacks, the college will continue its commitment to raising student success rates and reinstating services to their former levels. Faculty and administration are planning and developing ways to assess and measure student learning outcomes. The new ERP system will streamline the registration and enrollment process and eventually include automated student educational plans and degree audits. The college will remain committed to providing more flexibility for students and improved means of tracking student success.

The capabilities of the new ERP system will allow the automation and integration of our current infrastructure and communication processes used to evaluate programmatic changes. The Academic Senate is collaborating with other college committees to develop a policy for program reduction and elimination.

Statewide budget cuts have forced the college to reduce non-essential expenditures, and resulted in negotiated salary rollbacks in order to minimize the impact on students and programs. When budgets are restored, the college will return to its previous expansion mode. Measure G bond funds will be used to increase parking, expand the South Glendale campus, provide new classrooms and student services, upgrade facilities for music and physical education, and to add a new building to house the Aviation and Nursing programs.

The college continues to improve academic advisement for students with plans for a new "one-step services" facility, further implementation of the counselor caseload system, increased assistance with career information and employment opportunities.

The mission statement is reflected in ongoing efforts to develop improved communication and planning and to enhance the coordination between the credit and non-credit divisions to meet community demand. Some low enrollment certificate programs will need to be redesigned and marketed more effectively. Cooperation between divisions has led to modifications including joint issued certificates and streamlining. Although information about degrees, certificates and courses is widely available to students, improved descriptions and a recommended sequence for completion of coursework is advisable. The new ERP system will provide enhanced educational modules to assist students with their educational goals.

The Research and Planning Unit will pursue a suitable method to survey students in order to measure their success in their continuing education and/or future employment.

The Academic Senate is examining minimum standards for information technology competency. Collaborative efforts are also being made to enhance overall student competency in both written and oral communications.

Pilot programs are being implemented to increase prerequisites in order to improve success and retention rates. The impact of both “Research across the Curriculum” and “Writing across the Curriculum” programs will be assessed to determine if they are producing the expected improvements. The new Educational Master Plan reflects initiatives to expand our efforts to improve communication, quantitative reasoning, and critical thinking skills and the college is also researching learning outcomes assessment.

The Program Review Committee has achieved 100 percent participation in the past two years. They are continuing their mission to improve their procedures and will be developing a proposal to incorporate the assessment of student learning outcomes into the process. Modifications to the process are ongoing in conjunction with the efforts of the Budget Process Revision Task Force to link the program review cycle with planning, budgeting, resource allocation, and the mission of the college.

The college needs to continuously review how it serves its students and the community. The Research and Planning Unit should survey more students to review student satisfaction and preferences regarding modes of instruction, logistics, course content, etc. Courses with low success rates need to be identified and the variables explored. The consistency of course material and grading should continue to be addressed at the division level.

Articulation agreements with local unified school districts for programs such as English and ESL should be expanded so that other GCC departments and programs will form more formal liaisons with local high schools and universities. Divisions need to target the most appropriate delivery modes for course offerings. The number of non-traditional instructional resources such as hybrid and web-enhanced classes have increased,

and the college encourages development of these additional courses as well as Supplemental Instruction. Approval of web-based courses will require a formal process developed through a Technology Mediated Instruction sub-committee. Research on the fiscal efficiency of electronic delivery systems and the analysis of new distance learning offerings will continue.

Standard 5: Student Support and Development

The college’s published admission policies reflect the mission of the college and will be translated into additional languages spoken by the student population. Although current student information channels extend campus-wide, the college will investigate additional modes of conveying information to the general community including television and public presentations. Development of student and faculty portals on the Web will further enhance information dissemination.

Student service programs have begun implementation of a new service delivery model based on the counselor caseload concept and the new ERP system per Section 3.6 of the new Educational Master Plan.

The student government organization has taken an active involvement in campus issues and policies and statewide politics, with students serving on campus governance committees. The college will continue to develop ways to solicit student input through surveys and focus groups, enrollment in student development classes and leadership training opportunities.

The college will continue to monitor the assessment and placement processes for English, ESL, and math. Implementation of mandatory placement testing will require additional financial and physical resources.

The new ERP system will improve the student telephone registration system, and other online services for students. Improved technology will help to improve matriculation processes. Government funds will be solicited in order to assist non-credit students with matriculation. In

order to maintain compliance with FERPA, the college is committed to protecting student information and records.

Standard 6: Information and Learning Resources

Library

The Library plans to replace aging computers in instructional rooms as well as to test wireless access. The Library will pair classes with English 101, and continue to offer Library workshops to train both faculty and students in the use of search techniques for the Web. The Writing Across the Curriculum (WAC) task force will plan the implementation of the Reading Across the Curriculum (RAC) recommendations.

Labs

Student usage in all student service and academic computing labs has increased and the college will upgrade both the hardware and the software as the budget allows. Web CT has been selected as the college's electronic instructional tool and training has been provided for both faculty and students in the use of Web CT.

Informational Technology

Informational Technology Services plans to develop portals and implement a central Teaching and Learning Center (TLC). This center will support the mission of the college by providing instructional technology support and services that encourage teaching excellence and promote innovative uses of technology mediated instruction. It plans to continually upgrade purchase specifications to stay current with new technologies. The Dean of ITS will continue to review all licensing annually to ensure the best service and will negotiate new contracts when applicable. ITS also plans to incorporate Total Cost of Ownership (TCO) into technology purchasing.

Network access for the campus is adequate for current demand. However, the college is reaching

its limit for IP addresses and will need to procure more. The college will need to increase the current bandwidth to support the increased use of video streaming. The network will need to expand to meet user demand for new services such as wireless access.

Standard 7: Faculty and Staff

The Senate has just completed its revision of the adjunct hiring procedures, and this will be incorporated into the Faculty Hiring Procedures document. The Senate will also work on administrative hiring procedures. The ERP system will allow hiring committees to access applicants records online. Human Resources will maintain a database of employee evaluations and develop a reminder system for the timely return of these evaluations by managers.

The current budget crisis has forced the temporary elimination of the Staff Development Officer and support staff. The program is currently being administered by the Vice President of Instructional Services, the Human Resources Director, and the Associate Dean of Instructional Technology and a staff member from Human Resources. The program needs financial support, a physical space and dedicated equipment. This will be done as budget allows. The college has made a commitment to return staff development programs to the level of previous years when the budget improves.

More full-time instructors are still needed, particularly in Credit ESL, which has a 70 percent part-time ratio, and also Basic Skills. The Hiring Resource Allocation Task Force is committed to addressing this issue. The ERP system will provide confidentiality for employee records. A policy and procedures plan needs to be developed for HIPPA requirements.

Standard 8: Physical Resources

Based on the Facilities Master Plan, a multitude of construction projects have been completed since the last accreditation. A new Student Center, Campus Bookstore, and Science Center Complex

have been added. Buildings have been remodeled or expanded as needed, creating additional classrooms, parking and space to improve programs and services. The existing campus is attractive and accessible to students. Attention has been paid to improving disabled access to college facilities and expanding disabled student operations. A \$98 million bond measure passed in 2002 will allow the college to continue to expand, upgrade, and improve its facilities, parking, and infrastructures in the coming years.

Heating, air conditioning, and ventilation continue to be a major concern. A new Central Plant and future plans for utility infrastructure upgrades with bond funds will help to relieve maintenance problems. The new ERP system will help to address scheduling maintenance, but a shortage of custodial staff due to recent budget cutbacks remains a campus concern.

The college is in the process of re-evaluating its disaster preparedness plan. A campus resolution, passed in 2003 has set the standard for following sustainable building guidelines, which will help to conserve energy, and reduce costs. The comfort and safety of students and staff remain a prime concern, and the college has determined that the College Library ceilings need to be replaced. Pursuant to the last accreditation report, the college is mindful of the need to replace aging equipment. The college has implemented a fixed asset inventory system, and the new ERP system will assist an equipment replacement program.

The college revised its Facilities Master Plan in 2001, prior to the bond measure, and extensive collaboration between facilities planners, administrators, program review data and the Campus Development Committee have provided direction for recent projects in the absence of an updated Educational Master Plan. The revised Educational Master Plan will serve as a guide for future upgrades and expansion.

Standard 9: Financial Resources

The college needs to define the role of the new expanded Budget Review Committee in the integration process which will link program

review, the Educational Master Plan and the budget. The results of program review should be used to identify the needs of the college. Expanded participation in the budget process should be promoted at all levels. We will continue to move forward with the ERP system, which will allow the college to disseminate more information for decision making. The college should continue conservative fiscal policies and procedures and develop a response plan in case of an extended budget crisis.

Standard 10: Governance and Administration

A stronger governance structure has evolved since the last Accreditation, with the Governance Policy being regularly reviewed and revised, most recently in Spring 2003. Students take an active role in the process, serving on all standard and subcommittees. Two students currently serve on the Governance Review Committee. Faculty, administration, classified staff, and students have taken part in deliberations regarding the day-to-day and long range planning and policy activities for the college. Classified management and staff participation in Staff Development programs and on governance committees has improved since the last visit.

The college has procedures for both Trustee Evaluation and CEO Evaluation. Trustees use a self-evaluation process, and the Board evaluates the CEO. Procedures are in place for both processes. The retirement plans of the current President have been made public, and the campus is developing a succession plan. Additionally, the College Executive Committee has recommended that sections 8000-9000 (Internal Board Operations and Bylaws of the Board) of the Board Policy be reviewed and revised.

The budget process will follow the new process plan developed by the Budget Process Revision Task Force (BPRTF). The grants process is also being formalized to determine future costs and increase faculty involvement. The Academic Senate has taken an active role in increasing the flow of information around the campus.