



**Glendale Community College District  
Board Focus Areas Recommended Changes  
2024 – 2025 Academic Year**

**1. Board members and the Superintendent/President will focus on policy issues related to:**

- A. Support the transition to the Student-Centered Funding Formula through increased enrollment, effective enrollment management, student equity and retention strategies, strategic marketing, enhanced outreach and provision of professional development to center work around funding metrics.
  - i. Implement the Strategic Enrollment Management Plan developed in collaboration with instruction and student services.
  - ii. Improve and grow the Promise Plus program including the second year, leading to increased and more timely completion.
  - iii. Implement marketing plan, including strategic marketing for Black, Latino, APIDA, and other underrepresented groups student populations lost during the pandemic.
  - iv. Implement student-facing Guided Pathways elements including increased prominence of the Program Mapper in the new college website.
  - v. Grow and expand success teams into a sustainable model that integrates with existing college supports.
  - vi. Improve and grow outreach to the “Empirically Defined Service Area,” including hosting of community and educational leaders on all campuses.
  - vii. Implement recommended student retention strategies in the classroom to support enhanced enrollment, equity, and student outcomes.
  - viii. Complete the launch of Caring Campus to support on-campus and encourage behaviors that promote inclusion, retention, and success.
  
- B. Enhance the college environment to support an increased inclusivity and a sense of belonging for students, faculty, staff, and managers, leading to more equitable access to college programs, closing of equity gaps in college outcomes, and improving DEIA efforts that support workforce diversity.
  - i. Work with internal stake holders to design a sustainable equity structure for the campus that strategically coordinates existing efforts.
  - ii. Empower student groups to finalize design and implementation of student inclusion center.
  - iii. Work with community groups supporting individuals in traditionally underrepresented groups to build campus awareness and support.
  - iv. Complete process to implement DEIA components of faculty, staff, and managers evaluations.
  - v. Complete revisions and implementation of the EEO plan and process to diversify hiring.
  - vi. Improve and grow equity efforts that have been proven as best practices for equitable retention and success.
  - vii. Build Capacity in the College’s ability to respond to changes in civil rights requirements and proactively create a civil rights-oriented program that supports students and employees.

Superintendent/President Dr. Ryan Cornner

Board of Trustees Dr. Sevan Benlian • Yvette Vartanian Davis • Dr. Armine Hacopian • Desirée Portillo Rabinov • Ann H. Ransford

- C. Modernize IT and Administrative Services infrastructure to increase cost controls, support long-term fiscal planning, provide accurate fiscal projections, and ensure budget management systems that result in balanced budgets.
  - i. Work with the new Associate Vice President of Technology and Innovation to build internal capacity in IT and implement improvements identified in the third-party review.
  - ii. Create a long-term plan for the adoption of new Enterprise Systems that includes a timeline with contingencies and the required short and mid-term improvements to the existing system that minimize redundancy and maximizes investment.
  - iii. Build capacity in administrative services to improve financial tracking and support an improved budget development process, including professional development and training for managers and employee groups.
  - iv. Build capacity to manage risk, including advancing cyber security and onsite and cloud infrastructure protections.
  
- D. Maintain a balanced budget with sufficient general and cash reserves as required by Board Policy.
  - i. Continue to maintain a balanced budget with sufficient general and cash reserves as required by Board Policy and acting upon the Board directive to build reserves toward the goal of reserves that reflect 2 months of expenditures.
  
- E. Create a communication plan for regular communications beyond governance leaders to ensure more knowledge of college conditions and priorities to both internal and external constituents.
  - i. Create new venues and mechanisms to communicate internally to campus constituents on a regular basis that relays important information, demonstrates the need to meet state and federal mandates in a more meaningful ways, and reinforces the priorities for the college.
  - ii. Create new venues and mechanisms to communicate externally with the community the opportunities and priorities for the college, utilizes earned media, and builds community awareness of college successes for future investment in college, including regular newsletters from each Trustee to their area.
  - iii. Create new venues and mechanisms to communicate externally with the community the opportunities and priorities for the college, utilizes earned media, and builds community awareness of college successes for future investment in college, including regular newsletters from each Trustee to their area.
  - iv. Host strategic gatherings that support campus collaboration and morale, external use of the campus facilities, partnerships with community organizations and industries, and increased opportunities for recognition of staff, faculty, and managers.

- F. Clearly set priorities to ensure focus on critical areas of college operations and student success in need of improvement, and collaboratively advocate for resources needed to support these areas.
  - i. Demonstrate which initiatives fall under each priority so as to establish the implementation of the overall strategy.
  - ii. Build achievements of priorities into regular campus communications and updates to the Board.
  - iii. Limit other initiatives that take resources away from the core priorities.
  - iv. Align college priorities with the Board's legislative priorities and advocacy efforts and include faculty, staff, and students in these advocacy efforts, including efforts for needed state and federal policy change.

**2. Board members will engage in professional development activities to enhance the performance of their roles and responsibilities and provide.**

- A. Attend ongoing professional development events, including CCLC, ACCT and other state and national organizations, and report out pertinent information to fellow board members that enhances overall Board performance.
- B. Develop a written Board Education process that includes a defined Board orientation, the defining of the roles and responsibilities of officers, and the completion of the Excellence in Trusteeship program for all new Board members.

**3. Board members will be active in the college community educating the public on the mission and needs of the college and learning how the college can better achieve its mission.**

- A. Continue to meet with local elected officials from the city, county, and school district during the year to build awareness of College needs and priorities and promote collaboration, including the development of relationships with the incoming state assembly and senate representatives.
- B. Continue to participate in the life of the college by attending at student, faculty, and staff activities offered remotely and at the college when possible.
- C. Host collaborative meetings and events with Glendale community organizations, the City of Glendale and local educational agencies in the interest of promoting common priorities.
- D. Encourage Superintendent/President to work with campus managers, faculty and staff to participate in community organizations and other community activities.

**4. Board members will be knowledgeable about state and federal legislation affecting Glendale Community College and involved in advocating for outcomes favorable to the college.**

- A. Meet with newly elected local state senator, state assembly members, and members of Congress.
- B. Develop, in collaboration with the Superintendent/President, a legislative advocacy plan, including state, federal and local priorities, and review impact of advocacy efforts at least biannually.
- C. Build capacity in government relations to support the Board and campus constituents in advocacy.

**5. Board members will support the fundraising efforts of the college foundation**

- A. Participate to at least one of the college's fundraising events and activities.
- B. Introduce the Superintendent/President and/or foundation leaders to potential significant donors to the college.
- C. Maintain awareness of the work of the Foundation and its support of the mission of the college and its priorities.
- D. Develop a plan for Board support of a Glendale Community College Centennial event that can be hosted in collaboration with the Foundation.

**6. The Board will support the development of a transparent facilities review process and a revised Facilities Plan that encompasses the values of the College and supports community engagement with college facilities and associated programs.**

- A. The Board will continue to support and engage the Citizen's Bond oversight Committee in its review of Bond funded facilities projects and request meeting minutes to be provided at regular Board meetings.
- B. Continue improvements in budgetary and expenditure controls in the process of tracking variances in facilities costs and timelines.
- C. Promote GCC campuses as hubs of community engagement through enhanced access to and fostering use of campus facilities by community groups and organizations.
- D. Expand community knowledge of campus facilities and the means to which they can support community needs.
- E. Approve the newly developed Facilities Plan that incorporated the Board's previously noted priorities.
- F. Advocate for the passage of a local facilities Bond that can address the District's building and infrastructure needs and support campus improvements that meet the demands for premier learning environments and community supporting spaces.