INSTITUTIONAL OVERARCHING GOALS

Guttman Community College has two overarching goals that are reflected throughout the strategic plan to:

A. Create an equitable community in which all students, faculty, and staff from diverse backgrounds can work and learn to the best of their ability.

B. Engage in continuous assessment and rigorous and sustained research of its model to improve overall effectiveness in pursuit of its mission.

MAJOR STRATEGIC PLAN GOALS

1. Improve the educational model

GCC will deliver, assess, improve, and plan to scale its integrative educational model to serve all students with equity—especially those traditionally underserved in higher education—by engaging them through curricular, co-curricular and extra-curricular opportunities to learn, serve, and grow academically and socially.

1.1 Conduct an equity environmental scan with recommendations and report to the GCC community.
   a. Improve student success and reduce differential achievement by gender, race/ethnicity, gender by race/ethnicity.
   b. Provide initial and sustained professional development on cultural competency & curriculum.

1.2 Improve the First Year Experience (FYE)
   a. Maintain/improve Bridge completion rate, with systematic and sustainable assessment of Bridge learning outcomes.
   b. Continue ongoing commitment to, wide participation in, and effective use of results from assessment of FYE Guttman Learning Outcomes (GLOs) under the Institutional Assessment Plan dated September, 2017.
   c. Negotiate and launch CUNY Math Start 6 week summer and winter programs to augment support for developmental math and algebra-track students.
   d. Scale up alternatives to elementary algebra for students who plan a non-STEM major and co-requisite course enrollments for reading /writing support.
   e. Expand student engagement with the arts through co- and extracurricular opportunities.
   f. Increase number and quality of OPCE-assisted EoW field placements.
   g. Better integrate academic technology practices inside and outside the classroom; assess and expand use of early warning programs and initiatives to augment student academic preparation and social-emotional support.
h. Design, deliver and assess robust zero-cost OER courses.

1.3 **Strengthen the Programs of Study**
   a. Create/refine degree maps across Programs of Study.
   b. Increase access and use of data dashboard by Program Coordinators.
   c. Increase hybrid course offerings in Programs of Study courses.
   d. Expand student capacity to succeed in STEM disciplines (Information Technology; LAS Science track).
   e. Establish an Experiential Learning Opportunities (ELO) Pathway, including expanded Global Guttman opportunities through the Global Learning Fellows program, which highlights Civic Engagement and Career/Occupational Development at Guttman; continue to build and sustain quality PoS internship experiences; use the ELO Pathway to develop and begin implementing an assessment plan for ongoing improvement.
   f. Enhance career opportunities for students by developing and sustaining partnerships such as the Chase Bank career pathway.
   g. Enhance pathways to senior colleges by developing and updating articulation agreements.
   h. Ensure higher success rates for students as they transfer to four-year colleges; continue to assess and refine the Transfer Bridge Program.
   i. Continue systematic and sustainable assessment of programs of study in accordance with the updated PPR guidelines.

1.4 **Improve Student Development / Academic Support**
   a. Identify FYE ELL students; strengthen tutorial support; devise and deliver professional development for FYE Instructional Teams.
   b. Develop and implement framework informed by NASPA undergraduate learning outcomes to better support student development through intentional leadership opportunities.
   c. Increase opportunities for student life extracurricular activities.

1.5 **Continue Planning to Scale the Model**
   a. Engage stakeholders in planning and program development decisions in anticipation of scaling up.
   b. Engage stakeholders involved with enrollment and employee growth in projections for scaling up.
   c. Refine admissions’ intensive, high touch processes for recruitment and messaging in anticipation of increasing enrollments to be sustainable at scale.
   d. Continue to develop, assess, and scale the peer mentor program to be a model for CUNY and nationally.
2. Be an exemplary environment in which to work

GCC will be an exemplary environment in which to work, one that affords our diverse faculty, administration and staff ample opportunities to grow, to learn, to collaborate, and to practice their professions at the highest standards.

2.1 Improve Campus Climate and Shared Governance
   a. Undertake internal review, research and professional development necessary to take appropriate action towards fostering a positive campus climate with a culture of diversity and inclusion.
   b. Increase diversity of faculty, staff, and administration.
   c. Improve coordination and cohesion of campus shared governance through the implementation and assessment of the new governance plan.
   d. Foster student conversations to maintain a campus culture that is aligned with the Guttman mission.
   e. Improve institutional effectiveness and outcomes assessment by refining our systems and annual processes to allow for continuous improvement.
   f. Strengthen reliance on using existing sources of data and feedback for planning and decision-making; increase capacity for uses of data at the unit level.

2.2 Support Faculty and Staff Development
   a. Develop a more effective and cohesive professional development blueprint for faculty and staff based on a comprehensive review of current systems and practices, student needs, the Guttman model, and recent relevant research.
   b. Support professional development opportunities for student engagement staff to increase/improve professional competencies based on NASPA/ACPA professional competency list.
   c. Provide initial onboarding for faculty and staff with respect to Guttman’s mission, emerging model, and students.
   d. Provide sustained professional develop and support for faculty and staff working with students with documented needs.
   e. Enhance employee learning and career development opportunities by coordinating professional development offerings and schedules across college areas in advance of the start of each semester/academic year.
   f. Secure grant to institutionalize professional development entity.
   g. Complete collaborative IT and Library project for a new Library website, to facilitate student and faculty learning/research and system access to CUNY resources.
   h. Increase % of faculty making contributions to CUNY’s Academic Works.

2.3 Increase Efficacy in Work Processes
   a. Strengthen integration of technology into work processes to systematize and streamline procedures by transitioning from paper to electronic means.
b. Strengthen current and future operations by documenting workflow processes, timelines, and employees’ functional responsibilities for each area.

c. Streamline grant proposal and reporting processes by implementing systematic procedures and timelines with stakeholders.

d. Enhance efficiency and effectiveness of inter-unit initiatives and events by planning in advance and strengthening coordination of scheduling, communication, and staffing with stakeholders.

e. Improve intra divisional and cross divisional administrative business unit-processes, coordination, and problem-solving.

3. Be a Model Learning Organization

GCC will be a model learning organization by effectively communicating its mission and philosophy, being transparent in its operations, and sharing its knowledge widely with both internal and external stakeholders.

3.1 Develop an Equity, Diversity and Inclusion Strategic Plan, as the basis for initiatives with the community.

a. Develop and invest in Guttman’s equity mission as a Hispanic and minority serving institution.

b. Sponsor a series of ongoing speakers and consultants to refine and strengthen the equity mission.

3.2 Improve Communications

a. Review and revise key milestone communications (during admissions process, orientation, Bridge, etc.)

b. Implement and maintain a student engagement and support services framework, including a student-centered communication framework that is intentional, purposeful, and coordinated across college in advance of the start of each semester/academic year so that students are consistently apprised of college policies, practice, and events.

c. Foster Guttman’s identity and mission among the constellation of CUNY schools and colleges.

d. Enhance Guttman’s name recognition and reputation through public relations and communication at conferences.

e. Strengthen relationships with external partners and promote communication between the College & EoW workplaces.

3.3 Upgrade Website

a. Transform the Guttman website and portal to create strong interest in using it for disseminating and accessing current, past, and future information, from announcing news to archiving key documents.

b. Build on existing resources by maintaining an online inventory of college committees with their purposes and progress updates, so the community is aware of what groups are working on which issues.
4. Modify Space Use and Plan for Long-term Campus

GCC will review and appropriately modify uses of existing space at 50 West 40th Street, secure additional short term space, and work with the Central Office to identify, plan, and develop a permanent campus that will allow for growth in student enrollments, faculty and staff to serve 3,000 - 5,000 students.

4.1 Maximize Use of Currently Available Space
a. Increase efficient use of classroom space (before 9 am, after 5 pm, on weekends; Baseline of total sections = 14%).
b. Continue ongoing shared use of 6 SPS classrooms and add support space for meetups/tutoring and laptop technology
c. Strengthen the facilities infrastructure to maintain productive workspaces and a clean and environmentally friendly environment.
d. Secure use of additional, appropriate off site space use.

4.2 Plan for Permanent Campus
a. Secure capital funding for new facility.
b. Foster effective collaboration among Guttman stakeholders and Central Office of Space Planning on identifying and planning a new facility to accommodate target growth.
c. If timely, manage the transition from West 40th Street to the new facility.