INSTITUTIONAL OVERARCHING GOALS

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

A. To 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. To engage in continuous assessment and rigorous and sustained research of its model to improve overall effectiveness in pursuit of its mission.

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.

<table>
<thead>
<tr>
<th>Strategic Goal 1 Objectives</th>
<th>Key Performance Indicators</th>
</tr>
</thead>
</table>
| 1.1 Conduct an equity environmental scan with recommendations and report to the GCC community. | • Improved student success and reduced differential achievement by gender, race/ethnicity, gender by race/ethnicity.  
• Delivery of sustained professional development on cultural competency & curriculum. |
| 1.2 Improve the First Year Experience (FYE) | • Wide participation in and effective use of results from assessment of FYE Guttman Learning Outcomes (GLOs).  
• Launch and ongoing support for CUNY Math Start  
• Scaled-up alternatives to elementary algebra for students who plan a non-STEM major and co-requisite course enrollments for reading /writing support.  
• Expanded student engagement with the arts through co- and extracurricular opportunities.  
• Increased number and quality of OPCE-assisted EnW field placements.  
• More effective use of academic technology inside and outside the classroom.  
• Increased offerings of robust zero-cost OER courses. |
| 1.3 Strengthen the Programs of Study | • Increased student use of degree maps across Programs of Study.  
• Increased access and use of data dashboard by Program Coordinators.  
• Increased hybrid course offerings in Programs of Study courses.  
• Improved success, especially of women, in STEM disciplines (Information Technology; LAS Science track).  
• Establishment of 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.  
• Increased career opportunities for students through partnerships.  
• New and updated articulation agreements.  
• Improved outcomes by Guttman students at transfer colleges.  
• Effective assessment of programs of study in accordance with the updated PPR guidelines. |
| 1.4 Improve Student Development / Academic Support | • Improved tutorial support for FYE ELL students; sustained professional development for FYE Instructional Teams.  
• Implemented framework based on NASPA undergraduate learning outcomes to better support student development through intentional leadership opportunities.  
• Increased opportunities for student life extracurricular activities. |
| 1.5 Continue Planning to Scale the Model | • Planning and program development that engages stakeholders in scaling decisions.  
• Engaged stakeholders involved with enrollment and employee growth in projections for scaling up.  
• Refined admissions’ intensive, high touch processes for recruitment and messaging in anticipation of increasing enrollments to be sustainable at scale.  
• Plans to 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.

<table>
<thead>
<tr>
<th>Strategic Goal 2 Objectives</th>
<th>Key Performance Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Improve Campus Climate and Shared Governance</td>
<td>Planning and delivery of professional development to foster a positive campus climate with a culture of diversity and inclusion.</td>
</tr>
<tr>
<td>2.2 Support Faculty and Staff Development</td>
<td>Development and delivery of 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.</td>
</tr>
<tr>
<td>2.3 Increase Efficacy in Work Processes</td>
<td>Better integration of technology into work processes to systematize and streamline procedures by transitioning from paper to electronic means.</td>
</tr>
</tbody>
</table>

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.

<table>
<thead>
<tr>
<th>Strategic Goal 3 Objectives</th>
<th>Key Performance Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Develop an Equity, Diversity and Inclusion Strategic Plan, as the basis for initiatives with the community</td>
<td>Development of Guttman’s equity mission as a Hispanic and minority serving Institution.</td>
</tr>
<tr>
<td>3.2 Improve Communications</td>
<td>Revised key milestone communications (during admissions process, orientation, Bridge, etc.)</td>
</tr>
<tr>
<td>3.3 Upgrade Website</td>
<td>A transformed Guttman website and portal.</td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th>Strategic Goal 4 Objectives</th>
<th>Key Performance Indicator</th>
</tr>
</thead>
</table>
| 4.1 Maximize Use of Currently Available Space | • More efficient use of classroom space before 9 am, after 5 pm, and on weekends.  
• Enhanced use of SPS space (use of 6 SPS classrooms and add support space for meetups/tutoring and laptop technology).  
• Improved productivity of workspaces in a clean and environmentally friendly environment.  
• Additional, appropriate off site space. |
| 4.2 Plan for Permanent Campus | • Capital funding for new facility secured in the budget.  
• Effective collaboration among Guttman stakeholders and Central Office of Space Planning on identifying and planning a new facility to accommodate target growth.  
• If timely, plans to manage the transition from West 40th Street to the new facility. |