



**GLENDALE  
COMMUNITY COLLEGE**

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A MARICOPA COMMUNITY COLLEGE

# **College SEM Plan 2024 - 2027**

# CSEM/SSEM Adopt and Add

This document is to illustrate how Glendale Community Colleges (GCC), College Strategic Enrollment Management (CSEM) Plan would adopt and add the MCCCCD SSEM Strategies, SSEM College Goals, and SSEM College Activities. GCC identified milestones to support each SSEM College Activity in their college level plan. GCC also identified some additional strategies, goals, activities, and milestones to support college level strategic initiatives in the plan.

## Plan Structure & Terminology

The [Systemwide Strategic Enrollment Management \(SSEM\) Plan](#) leverages the terminology used in the Maricopa Community College Strategic Plan, [Excellence 2026](#). College SEM (CSEM) Plans should consider adopting a similar plan structure.





## Strategy 1

# Streamline the Experience

## Student Ready Solutions for All

**SSEM College Goal 1.1:** MCCCCD attracts, recruits, engages, and enrolls more students.

**KPI 1.1** Increase annual new-to-Glendale Community College fall enrollment (headcount) by 9% (from 4,976 to 5,424) to by September 1, 2027.

**Activity 1.1.A:** Identify and achieve college-determined optimal enrollment targets for first-generation and underserved student populations.

**Milestone 1.1.A.1.** Complete a quantitative study of student demographics to establish a Baseline (August 2024), and develop a dashboard that collects/displays this data annually (October 2024).

**Milestone 1.1.A.2.** Develop targets for new student enrollment with relevant community Representation, including first-generation and underserved student populations (October 2024).

**Activity 1.1.B:** Develop annual strategic outreach and recruitment plan to guide targeted New Student enrollment efforts for college campuses.

**Milestone 1.1.B.1.** Identify appropriate CRM technology to support high touch personalized communications and messaging for all GCC pipeline student population, by December, 2024.

**Milestone 1.1.B.2.** Track current GCC presence at local service area high schools and educational entities in our service area during Fall 2024 (due at the end of Fall 2024).

**Milestone 1.1.B.3.** Develop targets for improving/increasing the quality/frequency of GCC high school presence. (Due at end of Fall 2024, before Spring 2025 begins).

**Milestone 1.1.B.4.** Track current participation in community and business events in order to reach non-traditional student populations during Fall 2024 (due at the end of Fall 2024)

**Milestone 1.1.B.5.** Develop targets for improving/increasing the quality/frequency of GCC presence at community and business events (Due at end of Fall 2024, before Spring 2025 begins).

**Activity 1.1.C:** Identify the biggest hurdles to admissions, enrollment, and payment and what incremental improvements can be made at the college level.

**Milestone 1.1.C.1.** Complete an evaluation of current college-level enrollment processes to determine what barriers students are facing, by January, 2025.

**Milestone 1.1.C.2.** Establish a process for regular review and examination public facing web pages to ensure most up to date information is readily available to students/community by May, 2025.

**Milestone 1.1.C.3** Complete an evaluation of current mechanisms to solicit student voice to improve student experiences, by December, 2024.

**Milestone 1.1.C.4.** Enhance our current efforts by developing a college wide strategic FAFSA completion outreach campaign targeting all GCC students, by December, 2025.



## Strategy 2

# Optimize Student Success

## Remove Barriers

**SSEM College Goal 2.1:** GCC retains and supports students to reach their academic, personal, and/ or professional goals.

**KPI 2.1 Increase fall-to-fall retention rate by 2% (from 44% to 46%) by December, 2027.**

**Activity 2.1.A:** Identify and achieve college-determined optimal retention rates while decreasing equity gaps.

**Milestone 2.1.A.1.** Complete a quantitative analysis of current student retention data, to establish a baseline and targets for retention with equity, by June, 2025.

**Milestone 2.1.A.2.** Identify and Establish standard college FOI Advising Weeks, Registration Days and All FOI Events across departments, by June, 2025.

**Milestone 2.1.A.3.** Implement (organize and optimize) early alert, intervention, and monitoring strategies for at-risk students to reduce stop out, by June, 2027.

**Goal 2.2:** Ensure students have a path to completion for GCC's stated programs.

**Activity 2.2.A:** Implement Strategic Academic Scheduling

**Milestone 2.2.A.1.** Rollout of Ad Astra scheduling system, beginning Fall 2024.

**Milestone 2.2.A.2.** Develop a recurring process for conducting an audit of the academic schedule compared to degree pathways GCC students are enrolled in and what GCC offerings are (as listed on the website, catalog, etc.), end of Fall 2024.

**Activity 2.2.B:** Implement a Cross-Institutional Retention and Completion Committee by September 2024.

**Milestone 2.2.B.1.** Develop and implement a pilot of proactive registration/progress report text messages to students, based on best functioning DPRs.

**Milestone 2.2.B.2.** Begin advocating for functional DPR at district level by September 2024.

**Milestone 2.2.B.3.** Begin advocating for implementation of a (graphically based) semesterly student-facing text progress report to allow students to easily track their progress and facilitate their registration and completion of remaining program/degree requirements by September 2024.



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## Remove Barriers

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**KPI 2.1 Increase fall-to-fall retention rate by 2% (from 44% to 46%) by December, 2027.**

**Activity 2.1.A:** Identify and achieve college-determined optimal retention rates while decreasing equity gaps.

**Goal 2.3.:** Create and maintain a system of student Basic Needs support to remove barriers and optimize student success by beginning of Fall 2025.

**Activity 2.3.A:** GCC will develop a strategic plan for providing a central hub for Basic Needs Support beginning of Fall 2025.

**Milestone 2.3.A.1.** Engage in an analysis of current and future student Basic Needs based on environmental scanning of our community by end of Fall 2024.

**Milestone 2.3.A.2.** Identify, leverage and develop community partnerships to support student Basic Needs by end of Spring 2025.

**Milestone 2.3.A.3.** Develop a strategic communication plan related to Basic Needs resources by end of Spring 2025.

**Milestone 2.3.A.4.** Develop a mechanism to track student usage of Basic Needs support resources by beginning of Fall 2025.

**Milestone 2.3.A.5.** Engage in an inclusive, shared governance discussion with stakeholders to determine the possibility of dedicated physical space to support this work by beginning of Spring 2025.

**Activity 2.3.B:** GCC will implement its strategic plan for a central hub for Basic Needs Support

**Milestone 2.3.B.1.** Hire a Social Worker and other champions to provide support for this work by beginning of Spring 2025.

**Milestone 2.3.B.2.** Implement external partnerships for Basic Needs support resources and programs as needed, by Fall 2025.

**Milestone 2.3.B.3.** Develop internal Basic Needs support resources and programs as needed, by beginning of Fall 2025.

**Milestone 2.3.B.4.** Implement the strategic communication plan related to Basic Needs resources by beginning of Fall 2025

**Milestone 2.3.B.5.** Implement the plan for repurposed/or new dedicated physical space by the end of Fall 2027.



## Strategy 3

# Committed to Completion Mission Accomplished

**SSEM College Goal 3.1:** GCC graduates and transfers more students.

**KPI 3.1 Increase certificate and degree completion by 2% (from 15% to 17%) by June 30, 2027.**

**Activity 3.1.A:** Identify and achieve college-determined optimal completion rates while decreasing equity gaps.

**Milestone 3.1.A.1.** Complete a quantitative study of student completion rates, disaggregated by demographic to establish a Baseline (September 2024), and develop targets (November 2024).

**Milestone 3.1.A.2.** College specific milestone to support the College SSEM goal/activity

**Milestone 3.1.A.3.** College specific milestone to support the College SSEM goal/activity

**Goal 3.2:** Engage in a proactive graduation campaign.

**Activity 3.2.A:** Pilot a system for identification of and outreach to students who have enough credits to complete a degree, or are 1-2 courses away from completion, using the most functional program degree progress reports (DPRs) by end of Fall 2024.

**Milestone 3.2.A.1.** Identify all students who have completed/are close to completing a degree, but haven't applied for graduation/aren't registered for classes. (Develop a system for sustaining this practice.) by end of Fall 2024.

**Milestone 3.2.A.2.** Develop an outreach campaign to contact students by end of Fall 2024.

**Milestone 3.2.A.3.** Begin contacting students through a sustained (drip?) campaign by the beginning of Spring 2025.



## Strategy 3

# Committed to Completion

## Mission Accomplished

**SSEM College Goal 3.1:** GCC graduates and transfers more students.

**KPI 3.1 Increase certificate and degree completion by 2% (from 15% to 17%) by June 30, 2027.**

**Activity 3.1.A:** Identify and achieve college-determined optimal completion rates while decreasing equity gaps.

**Goal 3.3:** Foster a Community of Belonging

**Activity 3.3.A:** Support incoming and returning students in their transition to GCC.

**Milestone 3.3.A.1.** Host an annual bilingual “Friends and Family” event (GCC Noche en Español) for new students that also includes FOI participation, beginning in Fall 2025.

**Milestone 3.3.A.2.** Evaluate the possible scaling of Peer Success Coach resources by end of Fall 2024.

**Milestone 3.3.A.3.** Develop (Fall 2024) and implement (Spring 2025) at least one FOI-centered outreach event for each FOI by Spring 2025, and at least once annually thereafter.

**Activity 3.3.B:** Support continuing students in completing their pathway.

**Milestone 3.3.B.1.** Host a Welcome Back event that includes student clubs/affinity groups.

**Activity 3.3.C:** Conduct an audit of our existing student-facing bilingual (Spanish) forms, documents, phone tree, web pages., etc. by end of Spring 2025

**Milestone 3.3.C.1.** Set a target for scaling the availability of bilingual materials by beginning of Fall 2025.

**Milestone 3.3.C.2.** Develop bilingual materials by beginning of Spring 2026.

**Milestone 3.3.C.3.** Implement new bilingual materials in Spring 2026.