

Green River College
Strategic Planning Steering Committee Charge

Committee Charge:

The Green River College Strategic Planning Steering Committee, reporting to the president, will develop a broad, comprehensive, and collaborative institutional strategic plan that will guide the college's priorities and operational planning for mission fulfillment through 2026. The committee will work closely and in partnership with the college's strategic planning consultant(s) who will be obtained through the college's established RFP process. The strategic plan will direct Green River's efforts and resources toward a clearly defined vision for the future:

1. First choice in post-secondary education in our service area.
2. First choice in partnership with business and industry in our service area.
3. Increase overall student completion in degrees and certificates.
4. Close equity gaps in student access, retention, and completion.
5. Enhance and further build a culture of caring and belonging for all students in the college community.

Planning Assumptions:

Green River College is a dynamic and multifaceted institution. Developing a college-wide set of priorities with measurable objectives and action plans is challenging. A number of assumptions will make this process a success:

1. The committee should operate with the best interest of the College as a whole.
2. Process should be transparent and inclusive of all stakeholders internal to the college and external to the communities we serve.
3. The voices of our students and communities will make all our planning better; broad and diverse input at all phases of planning will make the end product most robust and achievable.
4. Including many voices in the planning process strengthens the outcome of the project by enhancing commitment and understanding of the WHY, HOW and WHAT.
5. The college will continue to develop and formalize an integrated planning and governance structure and processes at the college for transparent, accountable, and inclusive decision making which provides for continuous improvement and annual assessment of progress on college priorities and operational plans.
6. Once the strategic plan is complete all other operational plans (strategic enrollment, academic, facilities, etc.) will be aligned with the strategic plan and reviewed on an annual basis.

Strategic Plan Expectations:

- Should advance the College's stated commitment to diversity and inclusion as it pertains to the hiring and retention of a diverse workforce.
- Should enhance the student experience along all dimensions in and outside of the classroom with equity at its core: e.g. access, campus climate, academic and co-curricular programs, student supports for learning, retention, and academic success, and physical environment and technological resources.

- Integrates a long-term strategic enrollment plan with realistic and quantifiable goals that align with the following:
 - Diverse and changing demographics of the college's service area
 - College's mission, vision and core values.
- Includes an annual plan for monitoring progress on the identified priorities using KPIs (key performance indicators). KPIs must be quantifiable, measurable, and within the college's control.
- Includes clear implementation timelines and oversight accountability, i.e. offices and people responsible for implementing the strategies / goals should be delineated.

Committee Expectations for Developing the Strategic Plan

- Participate in the RFP process by reviewing and providing recommendations on the strategic planning consultant(s) finalists to the President (**Spring 2020**).
- Attend meetings regularly and be fully engaged.
- Review and revise the college's mission, vision and core values as needed.
- Use an evidence-based approach by challenge assumptions, gather background research as well as internal and external data to the college.
 - Internal data and information especially important to the committee's work will be obtained through the office of Institutional Effectiveness and open houses/focus groups across the college, inclusive of all constituencies.
 - External data and information especially important to the committee's work will be obtained through environmental scans of the college's service area and through many open houses/focus groups throughout the college's service area.
- Provide regular updates on the process and progress to the Board of Trustees.
- Provide regular updates to the college community on updates and progress.
- Develop an internal a web presence to house and share progress and ongoing work throughout the process.
- Adhere to the strategic planning timeline and project phases collaboratively developed with the college's strategic planning consultant(s).

Timeline:

The committee's work will span from May 2020 – May 2021.

Other Important Details:

- There will be one or two consultants to be determined through the RFP process. Either there will be one consultant with appropriate skills and experience in both strategic planning oversight and equity or there will be two consultants utilized: one for strategic planning and the other for centering equity throughout the development of the college's strategic plan.
- The Strategic Planning Steering Committee members will receive training on planning, goal setting, measurement and assessment, and how to develop institutional planning that operationalizes equity and inclusion.
- The Board of Trustees, which oversees the mission, fiscal health, and educational quality of the College will play an integral role in strategic planning process through periodic reports and updates provided at board meetings, participation in community focus groups, and having one or two trustees serve as ex-officio members of the strategic planning steering committee.