Equity-Centered Strategic Visioning and Planning

Steering Committee Meeting #4

January 11, 2021

Agenda

I. Welcome and Introductions

II. Project Overview – Process Update

III. Strategic Planning Charette – Summary and Discussion

IV. Draft Environmental Scan – Key Themes and Discussion

V. Draft Strategic Plan Framework – Provisional Working Group Topics, Review and Discussion

VI. Next Steps

Project Overview

Update on Process and Schedule

Strategic Visioning and Planning

PROCESS SCHEDULE

Updated 12/15/2020

Phase 1: Understanding the Context

Phase 2: Shaping the Vision for the Future

Phase 3: Developing the Strategic Plan

- Board of Trustees Retreat 8/5/20
- Steering Committee #1 9/29/20
- Steering Committee #2 10/19/20
- Steering Committee #3 11/16/20
- Steering Committee #4 1/11/21
- Steering Committee #5 2/1/21
- Strategic Plan Working Group Chair Check-in Meeting #1 3/1/21
- Strategic Plan Working Group Chair Check-in Meeting #2 4/5/21
- Steering Committee #6 4/26/21
- Steering Committee #7 6/7/21
- Communications Plan
- Project Initiation Meeting
- Campus/Community Interviews
- Online Survey
- Campus/ Community Focus Groups
- Environmental Scan
- Research and Data Gathering
- Best and Promising Practices Memo
- Findings and Trends
- Equity Visioning Forum 10/23/20
- Equity Framework
- Strategic Plan Charrette 12/7/20
- Strategic Plan Framework
- Strategic Plan Working Groups February - March 2021
- Administrative Draft Plan April 2021
- College Online Comment Forums April - May 2021
- Final Draft Plan
- College Board of Trustees 6/17/21
- Final Strategic Plan

2020 AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG 2021

Green River COLLEGE

Equity-Centered Strategic Visioning and Planning

Strategic Plan Charette: Summary & Discussion

Strategic Planning Charette – Discussion Themes

Theme A	Closing the Opportunity Gap and Removing Barriers to Student Success, including Access to Technology, Finances, and Preparedness
Theme B	Increasing Faculty and Staff Retention and Diversity
Theme C	Creating a Welcoming Environment for all Students
Theme D	Connecting with Underrepresented Communities, including Communities of Color, Low Income, and Multilingual Communities
Theme E	Deepening the Connection Between the College and Local Business and Industry
Theme F	Strengthening the Identity of Green River College
Theme G	Reimagining and Improving GRC Policies, Processes, and Procedures
Theme H	Ensuring all Green River College Students have a Smooth Transition to their Educational, Professional, Personal, Career, and Job Goals
Theme I	Expanding, Ensuring Access and Connecting all Students to the Support Services They Need for Success
Theme J	Creating a Culture of Continuous Staff and Faculty Learning and Improvement
Theme K	Identifying and Applying Lessons Learned from COVID-19 Adaptation

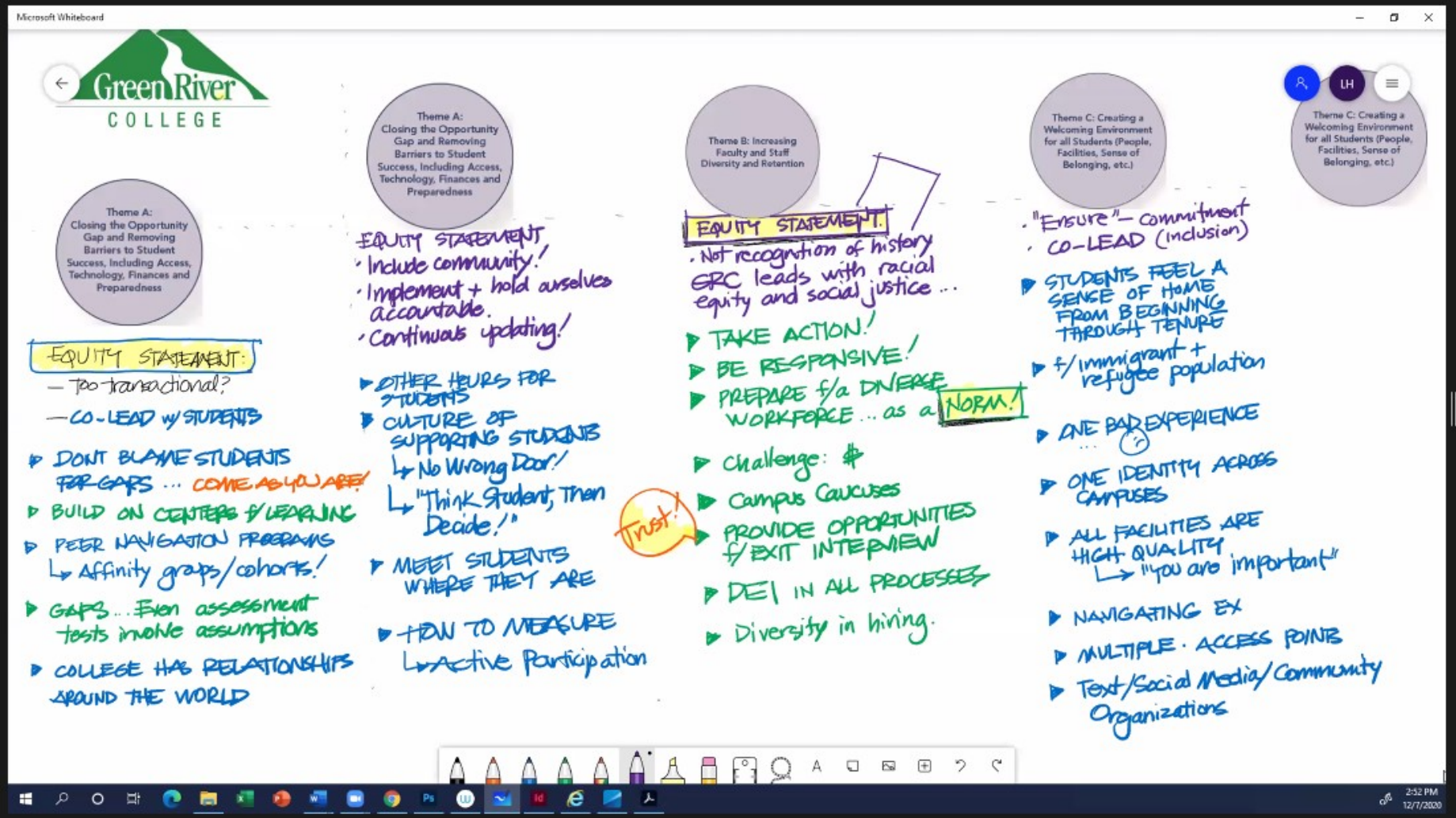
Strategic Planning Charette

Equity Statement Discussion:

- *Question 1: Does the Equity Statement resonate with you?*
- *Question 2: Would you suggest any changes or modifications?*

Topic Area Discussions:

- *Question 1: Why is this topic area important to Green River College's future?*
- *Question 2: What are GRC's strengths, weaknesses, and opportunities in relation to this topic area?*
- *Question 3: What specific actions can we take to improve this aspect of our College?*
- *Question 4: How will we measure success?*


Microsoft Whiteboard
Green River COLLEGE
Theme A: Closing the Opportunity Gap and Removing Barriers to Student Success, Including Access, Technology, Finances and Preparedness
EQUITY STATEMENT:
— Too transactional?
— CO-LEAD w/ STUDENTS
▶ DONT BLAME STUDENTS FOR GAPS ... COME AS YOU ARE!
▶ BUILD ON CENTERS F/ LEARNING
▶ PEER NAVIGATION PROGRAMS
↳ Affinity groups/cohorts!
▶ GAPS... Even assessment tests involve assumptions
▶ COLLEGE HAS RELATIONSHIPS AROUND THE WORLD
Theme A: Closing the Opportunity Gap and Removing Barriers to Student Success, Including Access, Technology, Finances and Preparedness
EQUITY STATEMENT
• Include community!
• Implement + hold ourselves accountable.
• Continuous updating!
▶ OTHER HOURS FOR STUDENTS
▶ CULTURE OF SUPPORTING STUDENTS
↳ No Wrong Door!
↳ "Think Student, Then Decide!"
▶ MEET STUDENTS WHERE THEY ARE
▶ HOW TO MEASURE
↳ Active Participation
Theme B: Increasing Faculty and Staff Diversity and Retention
EQUITY STATEMENT
• Not recognition of history
GRC leads with racial equity and social justice ...
▶ TAKE ACTION!
▶ BE RESPONSIVE!
▶ PREPARE F/A DIVERSE WORKFORCE ... as a NORM!
Trust!
▶ Challenge: $
▶ Campus Caucuses
▶ PROVIDE OPPORTUNITIES F/ EXIT INTERVIEW
▶ DEI IN ALL PROCESSES
▶ Diversity in hiring.
Theme C: Creating a Welcoming Environment for all Students (People, Facilities, Sense of Belonging, etc.)
• "Ensure" — commitment
• CO-LEAD (inclusion)
▶ STUDENTS FEEL A SENSE OF HOME FROM BEGINNING THROUGH TENURE
▶ F/ immigrant + refugee population
▶ ONE BAD EXPERIENCE
▶ ONE IDENTITY ACROSS CAMPUSES
▶ ALL FACILITIES ARE HIGH QUALITY
↳ "You are important"
▶ NAVIGATING EX
▶ MULTIPLE · ACCESS POINTS
▶ Text/Social Media/Community Organizations
Theme C: Creating a Welcoming Environment for all Students (People, Facilities, Sense of Belonging, etc.)
LH
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12/7/2020

Daniel Iacofano
aquina phillips
Noé Noyola | MIG
Jamillah Jordan, ...
Kate Joncas
Deb Casey
Megan Evans
Sarah Postel
Chitra Solomo...
Callae Frazier
Tsega Gaim
Su Hoon Tan
Shirley Bean
Jamie Hatleberg
Philip Denman
Steven Ware

Draft Environmental Scan
Emerging Overall Findings

Green River COLLEGE

Environmental Scan – Contributing Sources

- Board of Trustees Retreat
- Steering Committee Meetings
- Executive and Administrative Retreats
- Eight Interviews with Key Communities of Interest
- Three Focus Groups – Internal, External Community and Students
- Data Research
- Equity Visioning Forum
- Online Survey
- Strategic Plan Charette

The Puget Sound Region is Experiencing Growth and is Growing More Diverse

- The region will welcome **760,000 new residents by 2040**. *[Puget Sound Regional Council, 2017]*
- **School age populations** in King and Pierce counties will **grow by nearly 20 percent** in the next two decades, and **senior populations by more than 60 percent**. *[Washington State Office of Financial Management, 2017]*
- Since 2000, **81 percent of regional population growth** is due to **growth among communities of color**. *[Puget Sound Regional Council]*
- **One in five** service area residents are **foreign born**, and **30 percent speak a language other than English** at home. *[U.S. Census, American Community Survey, 5-Year Estimates, 2018]*

The College has a Mixed Record in Responding to Regional Demographic Changes

- Green River College student **enrollments reflect diversity of the service area—more than half of Green River students are nonwhite**. *[Green River College, Institutional Effectiveness]*

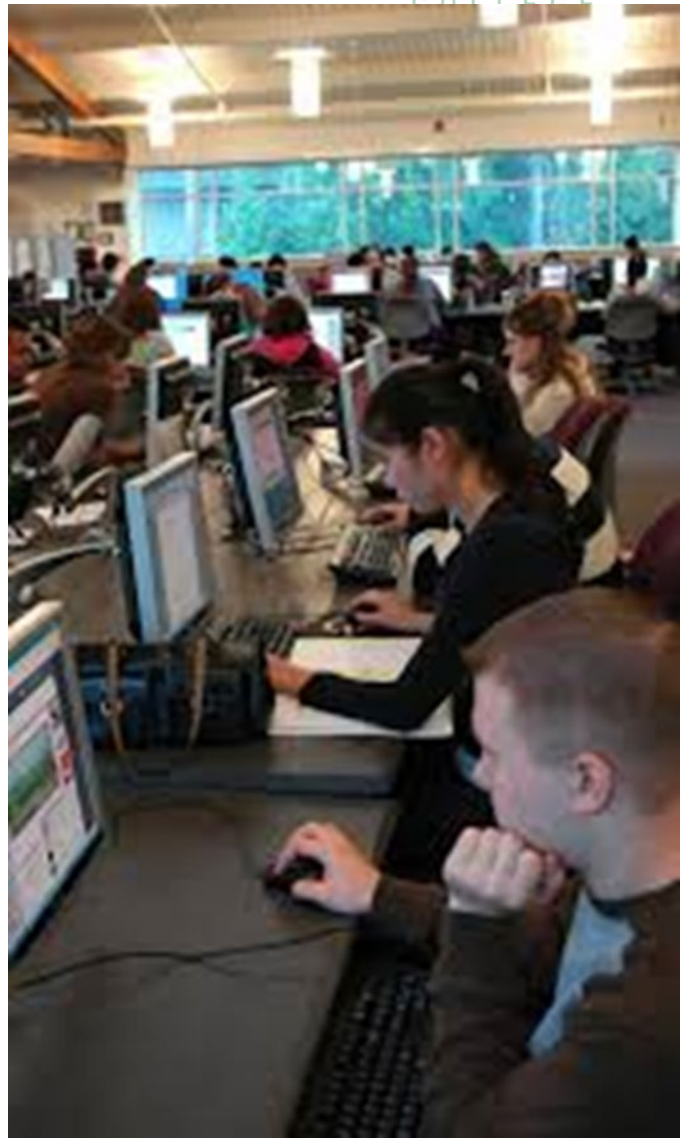
- Green River **enrolls more students than any of its regional competitors**, however its **rates of student enrollments among historically underserved students of color is nearly the lowest** among its peers. *[Washington State Board for Community and Technical Colleges]*

- ***"We are all enriched and learn from each other when we have the opportunity to work and interact with more diverse staff and faculty."*** *[GRC Strategic Planning Charette]*

- However, the current racial and ethnic makeup of GRC **faculty and college leadership does not match the diversity of the communities we serve.** *[Green River College Internal Focus Group]*

The College is Closing the Opportunity Gap, but Needs to Do More to Support All Students

- Service area high schools are experiencing **increasing rates of successful graduations**, most notably **among students of color and English language learners.** *[Washington State Office of Superintendent of Public Instruction]*
- **More than one-third** of Green River students are **first-generation students**, and **two in five receive need-based financial aid**. *[Green River College, Institutional Effectiveness]*
- **One-third or more of families** in several Green River campus communities, and **nearly half of all service area K-12 students, are low-income**. *[U.S. Census, American Community Survey, 5-Year Estimates, 2018; Washington State Office of Superintendent of Public Instruction]*
- **One in ten households** in the service area **does not have access to high-speed internet**. *[U.S. Census, American Community Survey, 5-Year Estimates, 2018]*



Student Readiness is Still a Challenge

- **One in six** students enroll in **basic skills classes** at Green River. *[Green River College, Institutional Effectiveness]*
- **Only about half** of first-time students with **college-level English and math placements**, and **less than one-third** of those with **basic skills** placements, **complete a college-level course** in their first year of school. *[Green River College, Institutional Effectiveness]*
- First-time student **placements into college-level math** have **improved more than 30 percentage points** in the last five years for transfer students, and **20 percentage points** for career technical students. *[Green River College, Institutional Effectiveness]*
- ***"Remediation should be a bridge for student success and not a barrier."*** [GRC Strategic Planning Charette]

Student Retention Varies by Ethnicity

- More than **eight in ten students** at Green River complete their courses, and **seven in ten** do so successfully. However, retention and success outcomes are **seven to ten percentage points less** for **students of color from historically underserved groups.** *[Green River College, Institutional Effectiveness]*

- **One in four** first-time, career technical degree-seeking students **does not return for a second quarter**, and **only about half return for a second year** of classes. *[Green River College, Institutional Effectiveness]*

- Retention rates among transfer and career technical degree-seeking students is **especially low among American Indian and Black students.** *[Green River College, Institutional Effectiveness]*

- ***"Particular emphasis [is needed] on our Native and Pacific Islander communities, who have the lowest retention and completion rates."*** *[GRC Strategic Planning Charette]*

Completion Rates Vary by Ethnicity

- Green River is **among the top five** community and technical colleges in **total awards earned by students in all credential categories**—applied baccalaureate awards, associate degrees, certificate awards and high school certifications earned by students. *[Washington State Board for Community and Technical Colleges]*
- Among all students, most Green River programs have an average course completion rate **above 80 percent**. *[Green River College, Institutional Effectiveness]*
- The rate of course completions among historically underserved students of color in most programs is **38 percent or less**. *[Green River College, Institutional Effectiveness]*
- Green River's recent rate of awards to historically underserved students of color, **approximately 14 percent of all awards, is the lowest among its peers.** *[Washington State Board for Community and Technical Colleges]*

Student Support is Good, But Gaps Remain

- *"Few other area colleges can compete with the volume of student activities and support services we offer but we are **not doing a very good job getting the message out."** [GRC Strategic Planning Charette]*
- **Nearly half** of respondents in the recent GRC community survey **agreed that the college's support services were good**, and **26% rated services as excellent**. *[GRC Community Survey]*
- "Many exciting programs and initiatives that can be taken to scale to benefit many more students and **increase their sense of belonging** and involvement" *[Focus groups]*
- ***"Immigrant and refugee students need much better support. They often start in the branch locations so make sure a welcoming approach is present there not just main campus."** [GRC Strategic Planning Charette]*

Students Request More Flexible and Consistent Support

- Students suggest **mentoring or advising which follows students throughout their time** at Green River. *[Student Focus Group]*
- Green River can do better at **advising students into the right classes** and **use peer navigators** to support student success. *[GRC Strategic Planning Charette]*
- Green River needs to **expand access to student support services to branch campus locations and online** and **make the timing flexible** to meet student availability. *[GRC Strategic Planning Charette]*
- *"**Working parents and immigrant ELL students** are working and therefore **have less time and opportunity to connect** with the college or with student services."* *[GRC Strategic Planning Charette]*

Most Feel Welcome, But Not Everyone

- **Nine in ten Green River students** believe that Green River College is **welcoming for all people** while only two thirds of faculty, staff and trustees do. *[GRC Community Survey]*
- Students and staff describe **physical barriers to a welcoming atmosphere** that exist at the college, from the **expense of travel** to campus *[Green River College External Focus Group];* to the **need for more welcoming classroom space** for basic skills students *[GRC Strategic Planning Charette].*
- Students suggest **Green River should examine whether it has a welcoming culture for students of color**, who need a stronger sense of belonging and often feel tokenized. *[Student Focus Group]*
- Green River should consider ***"programs to create community especially for under-represented students and students who don't necessarily have advocates at home."*** *[GRC Community Survey]*

We Can Learn From Our COVID Experience

- **Fall 2020 enrollments among students of color have declined 19.4 percent** from fall 2019. *[GRC]*
- *"For our students to succeed we must take into consideration that they are **dealing with a variety of issues** **such as parenting and homelessness, and COVID-19 has reduced our ability to address these challenges."*** *[GRC Strategic Planning Charette]*
- The **move to online learning** during the pandemic has had both helpful and problematic outcomes: **more students are engaging through online platforms** (especially chat features) however **many students lack access to internet and technology**. *[GRC Strategic Planning Charette]*
- Students of all backgrounds have **better retention and success rates in hybrid classes** than other modes of learning. This is **especially true for low-income students and historically underserved students of color**. *[Green River College, Institutional Effectiveness]*

There are Challenges Attracting and Retaining a Diverse Faculty and Staff

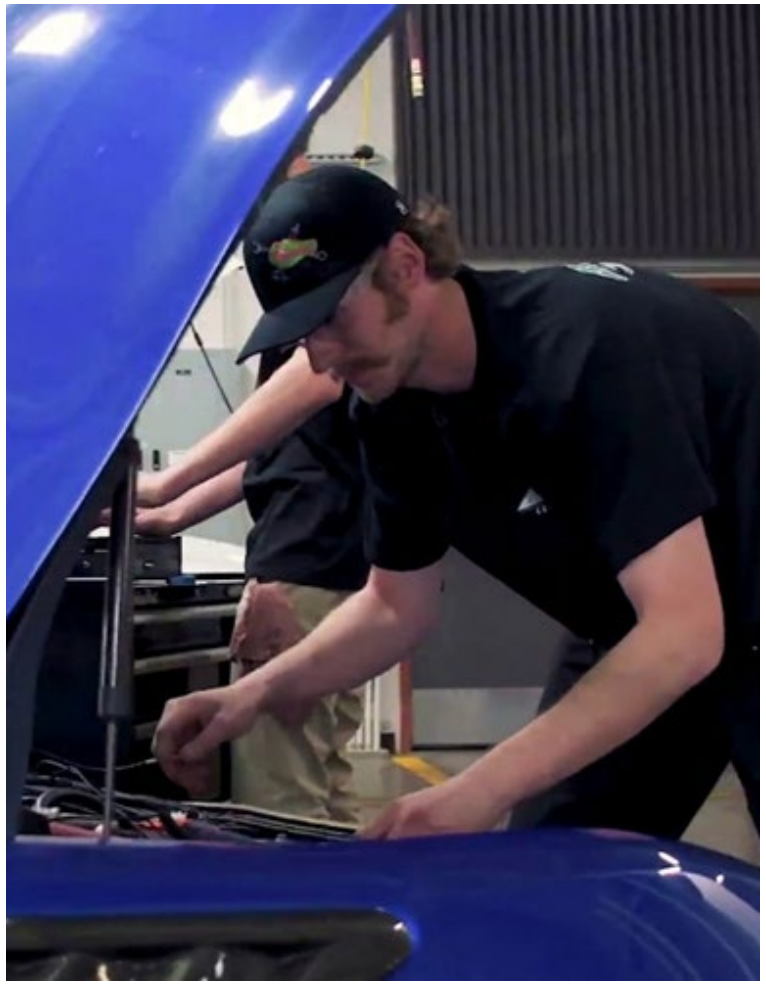
- *"The only thing that truly sets us apart is **our amazing caring staff & their reputation of going that extra mile for students and one another."** [GRC Community Survey]*
- ***"Our greatest strength are our faculty members,** but we need to let the community know what makes our faculty unique and outstanding." [GRC Strategic Planning Charette]*
- Green River experiences **difficulty recruiting faculty of color** due in part to **low turnover, a slow hiring process, missed recruitment opportunities, and limited funding.** *[Green River College Internal Focus Group]*
- ***"One of our strengths is people who've been here for many years,** but that means that openings don't occur often, **so it will take a while to change the college community."** [Green River College Internal Focus Group]*

Ongoing Training and Support for Faculty and Staff Are Needed

- **Green River needs to provide ongoing equity training and support for all staff.** *[GRC Strategic Planning Charette]*
- ***"Anti-racist work needs to be as active and intentional as technology training."*** *[GRC Strategic Planning Charette]*
- Green River should ***"develop a mentorship program for recruiting and retaining faculty of color."*** *[GRC Community Survey]*
- Faculty also need **more and ongoing E-Learning support**, given the shift to online teaching. *[GRC Strategic Planning Charette]*
- Faculty request **time, space, and compensation** for important outside of classroom activities such as **student mentoring, and community relationship building** and work. *[GRC Strategic Planning Charette]*

We Need Stronger Connections Between the College and the Communities We Serve

- *"We need to be more **intentional and inclusive** in our connections with our external partners and the communities **and create structures that will allow that to happen."** [GRC Strategic Planning Charette]*
- ***"Developing partnerships and collaborations with community takes persistence, commitment, and time. Whose job is it to do that work?"** [GRC Strategic Planning Charette]*
- ***"Community enrollment and outreach is part of our jobs even if we're not in outreach."** [Green River College Internal Focus Group]*



We Can Do More to Link Educational Programming and Support Services With Local Community Needs

- There is **demand from branch campus communities for career-focused classes** beyond the main campus location. *[External Focus Group]*
- Green River should expand its work with area high schools. ***"The transition between high school and college can be challenging. It's great to help students feel a sense of momentum and belonging at college before going – provide a warm handoff."*** *[External Focus Group]*
- The college should continue to expand its relationship with Muckleshoot tribe, and offer joint studies opportunities between Green River and Muckleshoot Tribal College *[Green River College External Focus Group]*
- ***"[There is an] opportunity to leverage the College's unique relationship with the Muckleshoot Tribe and location on tribal lands to further promote cultural, academic and business partnerships."*** *[Green River College External Focus Group]*

New Collaborations Could Provide New Career Pathways for Students

- Industry sectors expected to see the **most job growth** over the next decade include **IT and Health Services** *[Washington State Employment Security Department]*
- There is a **need for expanded programming and regional collaboration** with other programs and companies to **offset teaching and equipment costs to meet demand for nurses** and other health occupations. *[Green River College External Focus Group]*
- Green River may want to consider a **new hospitality certificate or degree program** to meet needs of **Muckleshoot tribe hotel expansion** in Aurora. *[Green River College External Focus Group]*
- The college **needs to connect to large employers and regional industry groups**, modeled on its aerospace relationships. *[Green River College External Focus Group]*
- The college should **expand its small business support programs** to reach those not connected to business organizations. *[Green River College External Focus Group]*

Our College Governance Structure and Processes Can Be More Equity-Centered

[Comments from Steering Committee meetings and focus groups]

- Policies need to be designed to **support and center on students**: “does this process primarily focus on student success?”
- The College needs a **clear and robust a policy feedback process.**
- The current governance structure is too complex, lines of authority and decision making are not transparent.
- There is a need for **well-defined participatory governance** structure

Planning Process Participants Identified Potential Criteria to Guide the Strategic Planning Process

[Comments from Steering Committee meetings and focus groups]

- The Plan will need to clearly define success
- "This process must be holistic, intersectional, inclusive"
- The Plan will need clear and consistent definitions
- "Everyone should see themselves in the plan"
- The process should allow all to feel safe and to provide authentic input
- The process needs to balance enthusiasm with recognition of past challenges
- The Plan needs to embed anti-racism and equity throughout
- We need a living, dynamic document, easily accessible with data front and center
- "The ability to respond to this very historic moment and the imperative to foreground equity by leveraging ongoing equity work on campus and in the community"

Draft Strategic Plan Framework

Strategic Planning Charette – Discussion Themes

Theme A	Closing the Opportunity Gap and Removing Barriers to Student Success, including Access to Technology, Finances, and Preparedness
Theme B	Increasing Faculty and Staff Retention and Diversity
Theme C	Creating a Welcoming Environment for all Students
Theme D	Connecting with Underrepresented Communities, including Communities of Color, Low Income, and Multilingual Communities
Theme E	Deepening the Connection Between the College and Local Business and Industry
Theme F	Strengthening the Identity of Green River College
Theme G	Reimagining and Improving GRC Policies, Processes, and Procedures
Theme H	Ensuring all Green River College Students have a Smooth Transition to their Educational, Professional, Personal, Career, and Job Goals
Theme I	Expanding, Ensuring Access and Connecting all Students to the Support Services They Need for Success
Theme J	Creating a Culture of Continuous Staff and Faculty Learning and Improvement
Theme K	Identifying and Applying Lessons Learned from COVID-19 Adaptation

Green River College Equity-Centered Strategic Plan "Crosswalk" (showing how all Strategic Plan Charette discussion group topics are incorporated into the proposal Strategic Plan Goals Framework)

	Goal A: Success for All Students Eliminate the Opportunity Gap and Remove All Barriers to Student Success	Goal B: Teaching and Learning Ensure That All Teaching and Learning Processes Embody Equity Centered Principles, and Faculty and Staff are Reflective of the People and Communities We Serve	Goal C: Educational Programs and Student Support Services Provide the Full Range of Educational and Support Programs Needed to Allow Students to Meet their Personal Educational and Career Goals	Goal D: Organizational Structure, Systems and Processes Align the College's Organizational Structure, Systems and Processes with the Equity Centered Principles and Practices	Goal E: Facilities and Technology Optimize Educational Facilities and Technology to Support Teaching and Learning	Goal F: Community Connections Strengthen the Connections Between the College and the Local, Regional, and Global Community
Incorporating:						
Strategic Plan Charette Theme A	Theme A: Closing the Opportunity Gap and Removing Barriers to Student Success, Including Access, Technology, Finance, and Preparedness	Theme A: Closing the Opportunity Gap and Removing Barriers to Student Success, Including Access, Technology, Finance, and Preparedness	Theme A: Closing the Opportunity Gap and Removing Barriers to Student Success, Including Access, Technology, Finance, and Preparedness	Theme A: Closing the Opportunity Gap and Removing Barriers to Student Success, Including Access, Technology, Finance, and Preparedness	Theme A: Closing the Opportunity Gap and Removing Barriers to Student Success, Including Access, Technology, Finance, and Preparedness	
Strategic Plan Charette Theme B	Theme B: Increasing Faculty and Staff Diversity and Retention	Theme B: Increasing Faculty and Staff Diversity and Retention	Theme B: Increasing Faculty and Staff Diversity and Retention			
Strategic Plan Charette Theme C	Theme C: Creating a Welcoming Environment for all Students (People, Facilities, Sense of Belonging, etc.); includes creating a welcoming environment in Campus Buildings, Classrooms and Public Spaces, including Wayfinding, Physical Access, and the Quality of Buildings and Common Spaces				Theme C: Creating a Welcoming Environment for all Students (People, Facilities, Sense of Belonging, etc.); includes creating a welcoming environment in Campus Buildings, Classrooms and Public Spaces, including Wayfinding, Physical Access, and the Quality of Buildings and Common Spaces	
Strategic Plan Charette Theme D						Theme D: Connecting with Underrepresented Communities, Including Communities of Color, Low Income and Multilingual Communities
Strategic Plan Charette Theme E			Theme E: Making the Connection with Local Business and Industry			Theme E: Making the Connection with Local Business and Industry
Strategic Plan Charette Theme F						Theme F: Strengthening the Identity of Green River College
Strategic Plan Charette Theme G	Theme G: Reimagining and Improving GRC Policies, Processes, and Procedures	Theme G: Reimagining and Improving GRC Policies, Processes, and Procedures	Theme G: Reimagining and Improving GRC Policies, Processes, and Procedures	Theme G: Reimagining and Improving GRC Policies, Processes, and Procedures		
Strategic Plan Charette Theme H	Theme H: Ensuring all Green River College Students have a Smooth Transition to their Educational, Professional, Personal, Career and Job Goals		Theme H: Ensuring all Green River College Students have a Smooth Transition to their Educational, Professional, Personal, Career and Job Goals			
Strategic Plan Charette Theme I	Theme I: Expanding, Ensuring Access and Connecting all Students to the Support Services They Need for Success					
Strategic Plan Charette Theme J	Theme J: Creating a Culture of Continuous Staff and Faculty Learning and Improvement	Theme J: Creating a Culture of Continuous Staff and Faculty Learning and Improvement	Theme J: Creating a Culture of Continuous Staff and Faculty Learning and Improvement			
Strategic Plan Charette Theme K	Theme K: Identifying and Applying Lessons Learned from COVID-19 Adaptations	Theme K: Identifying and Applying Lessons Learned from COVID-19 Adaptations	Theme K: Identifying and Applying Lessons Learned from COVID-19 Adaptations	Theme K: Identifying and Applying Lessons Learned from COVID-19 Adaptations	Theme K: Identifying and Applying Lessons Learned from COVID-19 Adaptations	Theme K: Identifying and Applying Lessons Learned from COVID-19 Adaptations

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Incorporating:		
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Strategic Plan Charette Theme E		
Strategic Plan Charette Theme F		
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Strategic Plan Charette Theme K	Theme K: Identifying and Applying Lessons Learned from COVID-19 Adaptations	Theme K: Identifying and Applying Lessons Learned from COVID-19 Adaptations

	Goal C: Educational Programs and Student Support Services Provide the Full Range of Educational and Support Programs Needed to Allow Students to Meet their Personal Educational and Career Goals	Goal D: Organizational Structure, Systems and Processes Align the College's Organizational Structure, Systems and Processes with the Equity Centered Principles and Practices
Incorporating:		
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Strategic Plan Charette Theme B	Theme B: Increasing Faculty and Staff Diversity and Retention	
Strategic Plan Charette Theme C		
Strategic Plan Charette Theme D		
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Strategic Plan Charette Theme I		
Strategic Plan Charette Theme J	Theme J: Creating a Culture of Continuous Staff and Faculty Learning and Improvement	
Strategic Plan Charette Theme K	Theme K: Identifying and Applying Lessons Learned from COVID-19 Adaptations	Theme K: Identifying and Applying Lessons Learned from COVID-19 Adaptations

	Goal E: Facilities and Technology Optimize Educational Facilities and Technology to Support Teaching and Learning	Goal F: Community Connections Strengthen the Connections Between the College and the Local, Regional, and Global Community
Incorporating:		
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Strategic Plan Charette Theme G		
Strategic Plan Charette Theme H		
Strategic Plan Charette Theme I		
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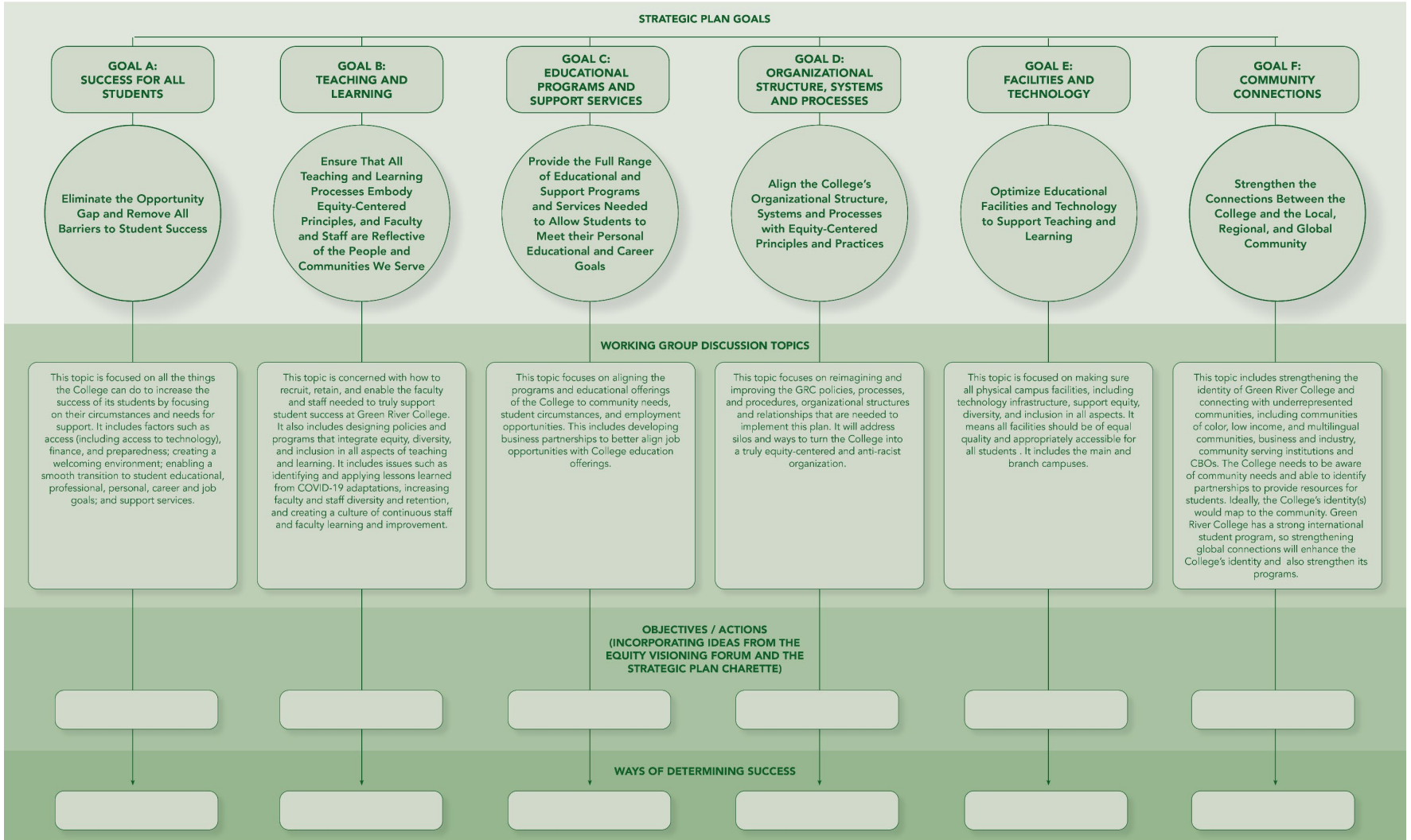
Strategic Plan Charette Theme K	Theme K: Identifying and Applying Lessons Learned from COVID-19 Adaptations	Theme K: Identifying and Applying Lessons Learned from COVID-19 Adaptations

GREEN RIVER COLLEGE
FRAMEWORK FOR EQUITY-CENTERED STRATEGIC PLAN

EQUITY STATEMENT / DEFINTION

MISSION STATEMENT

VISION AND VALUE STATEMENTS

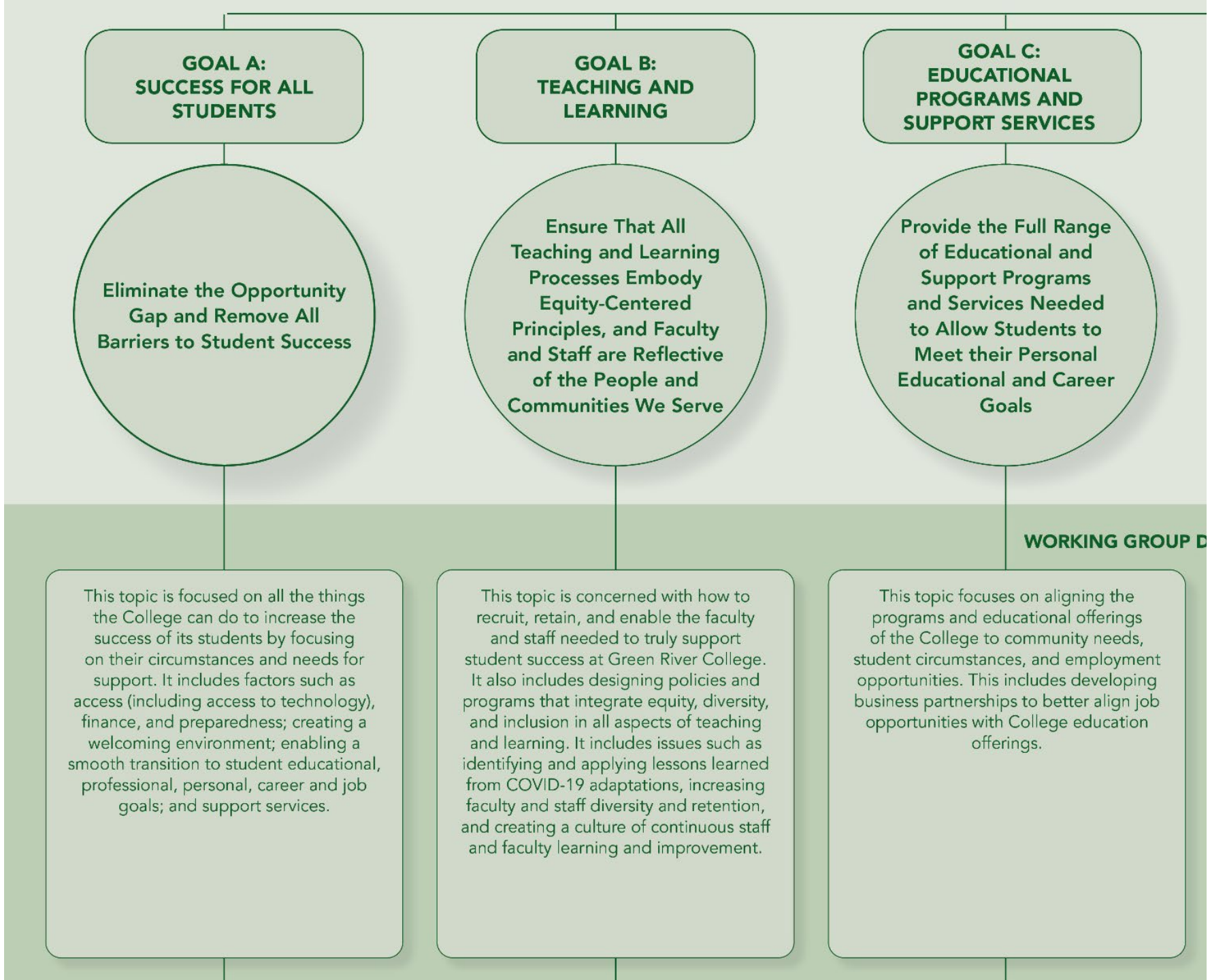


GREEN RIVER COLLEGE
FRAMEWORK FOR EQUITY-CENTERED STRATEGIC PLAN

EQUITY STATEMENT / DEFINTION

MISSION STATEMENT

VISION AND VALUE STATEMENTS


GOAL A:
SUCCESS FOR ALL STUDENTS
GOAL B:
TEACHING AND LEARNING
GOAL C:
EDUCATIONAL PROGRAMS AND SUPPORT SERVICES
Eliminate the Opportunity Gap and Remove All Barriers to Student Success
Ensure That All Teaching and Learning Processes Embody Equity-Centered Principles, and Faculty and Staff are Reflective of the People and Communities We Serve
Provide the Full Range of Educational and Support Programs and Services Needed to Allow Students to Meet their Personal Educational and Career Goals
WORKING GROUP D
This topic is focused on all the things the College can do to increase the success of its students by focusing on their circumstances and needs for support. It includes factors such as access (including access to technology), finance, and preparedness; creating a welcoming environment; enabling a smooth transition to student educational, professional, personal, career and job goals; and support services.
This topic is concerned with how to recruit, retain, and enable the faculty and staff needed to truly support student success at Green River College. It also includes designing policies and programs that integrate equity, diversity, and inclusion in all aspects of teaching and learning. It includes issues such as identifying and applying lessons learned from COVID-19 adaptations, increasing faculty and staff diversity and retention, and creating a culture of continuous staff and faculty learning and improvement.
This topic focuses on aligning the programs and educational offerings of the College to community needs, student circumstances, and employment opportunities. This includes developing business partnerships to better align job opportunities with College education offerings.

GOAL D: ORGANIZATIONAL STRUCTURE, SYSTEMS AND PROCESSES

Align the College's Organizational Structure, Systems and Processes with Equity-Centered Principles and Practices

GOAL E: FACILITIES AND TECHNOLOGY

Optimize Educational Facilities and Technology to Support Teaching and Learning

GOAL F: COMMUNITY CONNECTIONS

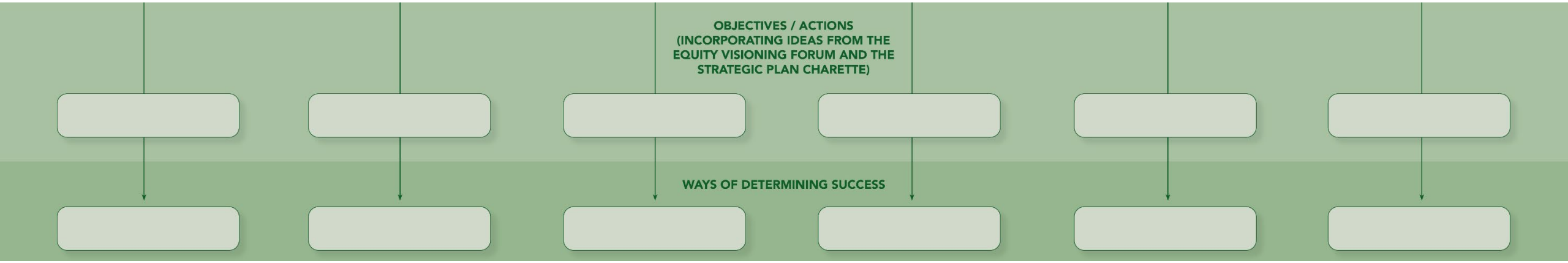
Strengthen the Connections Between the College and the Local, Regional, and Global Community

SCUSSION TOPICS

This topic focuses on reimagining and improving the GRC policies, processes, and procedures, organizational structures and relationships that are needed to implement this plan. It will address silos and ways to turn the College into a truly equity-centered and anti-racist organization.

This topic is focused on making sure all physical campus facilities, including technology infrastructure, support equity, diversity, and inclusion in all aspects. It means all facilities should be of equal quality and appropriately accessible for all students . It includes the main and branch campuses.

This topic includes strengthening the identity of Green River College and connecting with underrepresented communities, including communities of color, low income, and multilingual communities, business and industry, community serving institutions and CBOs. The College needs to be aware of community needs and able to identify partnerships to provide resources for students. Ideally, the College's identity(s) would map to the community. Green River College has a strong international student program, so strengthening global connections will enhance the College's identity and also strengthen its programs.

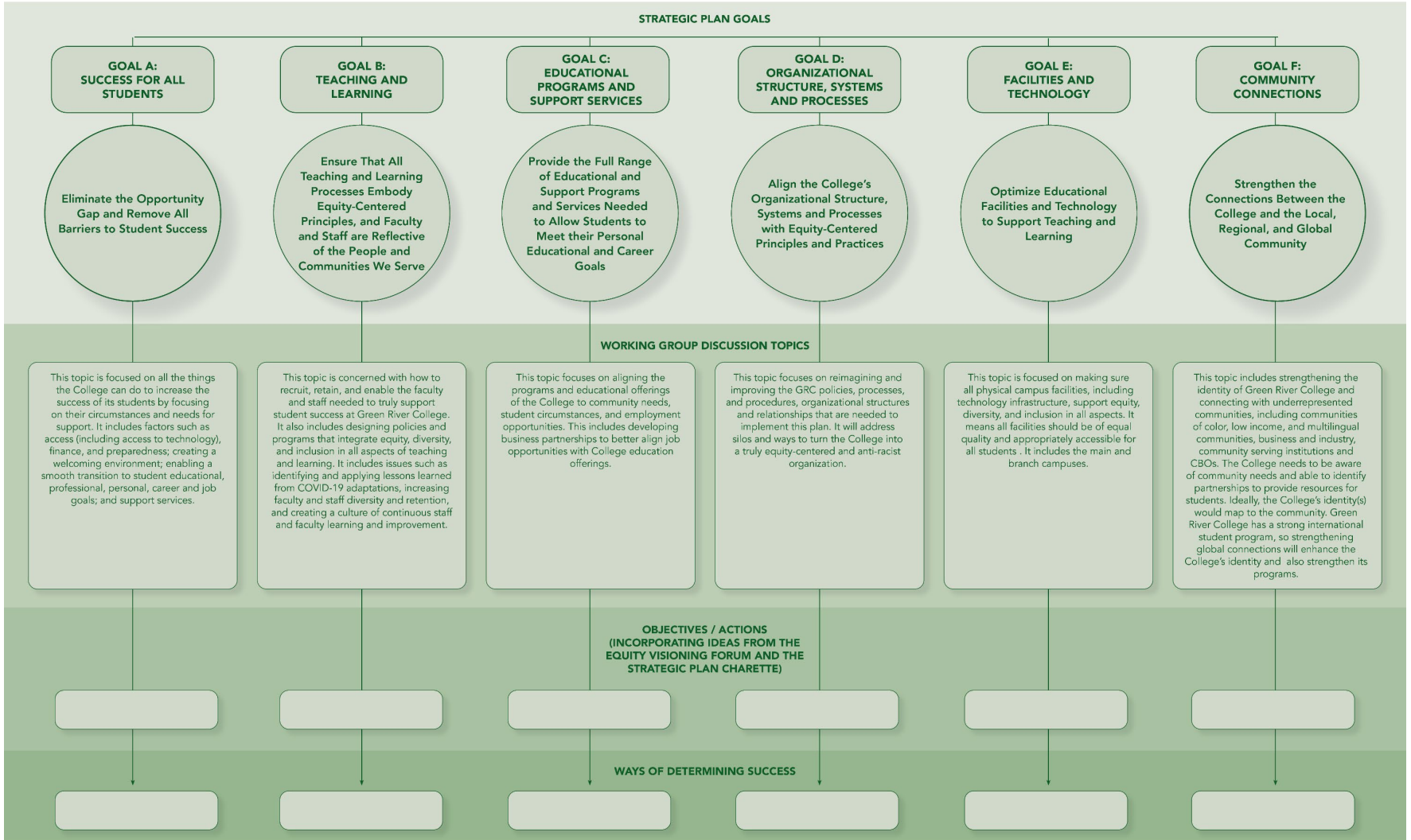

OBJECTIVES / ACTIONS
(INCORPORATING IDEAS FROM THE EQUITY VISIONING FORUM AND THE STRATEGIC PLAN CHARETTE)
WAYS OF DETERMINING SUCCESS

GREEN RIVER COLLEGE
FRAMEWORK FOR EQUITY-CENTERED STRATEGIC PLAN

EQUITY STATEMENT / DEFINTION

MISSION STATEMENT

VISION AND VALUE STATEMENTS



Working Groups Charter, Process and Definitions

- Charter
  - Purpose and Charge
  - Working Group Member Responsibilities
  - Operating Principles
  - Working Group Membership and Participation
- Process and Definitions
  - “SMART” Objectives
  - Planning Definitions

SMART Objectives

The Working Groups should use **the "SMART" Objective Test*** when developing their recommendations:

- **Specific:** target a specific area for improvement.
- **Measurable:** quantify, or at least suggest, an indicator of progress.
- **Assignable:** specify who will do it.
- **Realistic:** state what results can realistically be achieved given available resources.
- **Time-related:** specify when the result can be achieved.

*Developed in 1981 by George T. Doran, a consultant and former Director of Corporate Planning for Washington WaterPower Company in Spokane, Washington.

Planning Definitions

- The **Mission** explains why the College exists and the overall purpose of the College. It clearly delineates who the College serves, what it does, and what makes it special and unique, and should inspire a feeling of excitement.
- The **Vision** is an aspirational statement describing the College's ideal future state. The vision statement describes what success will look and feel like.
- **Values** are the core principles by which the College will carry out the mission. They define the basic attributes and beliefs that shape and guide College decision-making and provide ways of choosing among competing priorities.
- **Goals** are broad statements of direction that define what the College is trying to achieve.

Planning Definitions

- **Objectives** are statements of action for moving toward the goals. They should be specific, measurable, achievable, realistic, and time-based.
- **Implementation Plans** consist of strategies and **action steps**, i.e., projects and initiatives, that the College has selected to achieve the goals and objectives of a Strategic Plan. Each year the College will review their strategies and action steps, considering progress achieved, and will revise and update their implementation plans as needed.
- **Performance Measures** describe the College's progress toward achieving its goals and objectives and may be quantitative or qualitative in nature.

Next Steps

January 11, 2021

Next Steps

- Next Steering Committee Meeting
  - Meeting #5: February 1, 2021, 2:00 – 4:00 p.m.
  - Focus: Preparing for the Working Groups

Equity-Centered Strategic Visioning and Planning

Steering Committee Meeting #4

January 11, 2021