

Annual Planning Forum 3rd Session Responses

PIEC Meeting

5/21/2021

Background

- ▶ 3rd Session for our Annual Planning Forum on April 16th 2021
- ▶ Attendees were sent to breakout rooms and given prompts to discuss regarding the next strategic planning cycle:
 1. Where would you like to see the college in the next three to five years?
 2. How do the guiding principles (in the image below) inform our vision for the college in the next three to five years?
 3. What are the conditions needed to create that vision?
- ▶ 10 “participants” submitted responses
- ▶ Questions 1&2 were analyzed together, while Q3 was analyzed separately

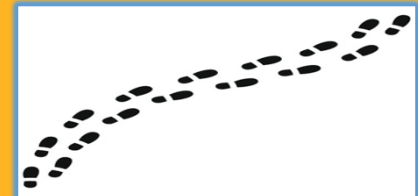
Next Steps

A redesign requires us to:

- ❖ Recognize & interrogate White supremacy
- ❖ Become & remain Race conscious
- ❖ Experience discomfort
- ❖ Be student-centered
- ❖ Data informed
- ❖ Purposeful in shifting the focus of responsibility for academic achievement to the college
- ❖ Maintain a mindset based on the assumption that *all* students have the capacity to succeed

This also requires us to let go of:

- ❖ Wedded to Structures
- ❖ Assuming we know what students need
- ❖ Working in Isolation
- ❖ Status quo



Where would you like to see the college in the next three to five years?

- ▶ IT Support & Website Development so students can more easily navigate
- ▶ Hiring in understaffed areas (facilities/maintenance/operations/faculty) with diversity in mind
- ▶ Equitable, inclusive, & welcoming environment for students
 - ▶ More communication with students & student representation (pay them)
 - ▶ Decolonize the curriculum
 - ▶ Try to address *individual* student needs
 - ▶ Student needs before employee needs
- ▶ Structured, clear, accessible pathways for students from beginning to completion
 - ▶ Implement Guided Pathways
 - ▶ Help students plan ahead
 - ▶ Have a system in place that allows us to be invasive
 - ▶ If we really wanted to ensure a student completed/graduated in 2 or 3 years, what would that look like in terms of support to that student

Where would you like to see the college in the next three to five years?

- ▶ Stop talking about closing equity gaps and do the work - effectively implement equitable practices that we've been discussing
 - ▶ DEI flows through the campus
 - ▶ Constituency groups working together
 - ▶ Stronger relationships with student services that integrate with instructional faculty
 - ▶ Create an equity statement and *actualize* it
- ▶ Data-informed decision making
 - ▶ Exit surveys & Drop Surveys
 - ▶ Qualitative data
 - ▶ Make decisions about institutional capacity based on data - data about personnel and workflows - that reflect our goals vs our reality
 - ▶ That turns into an actionable plan
 - ▶ Use collected data to engage the student while on the pathway.
 - ▶ Include student input/voice

Where would you like to see the college in the next three to five years?

- ▶ Specific goals laid out with timelines
 - ▶ Take the time to examine the commitments we make in a thoughtful way
- ▶ Funding to programs that are focused on closing equity gaps
 - ▶ Institutionalize programs for Dreamers and formerly incarcerated students
 - ▶ Define GC's commitment to specific goals and allocate funding towards those goals
 - ▶ Have hard conversations about how funding is allocated

Overview of 3-5 Year Vision

- ▶ Really leaning into our antiracist goals - in hiring, curriculum, the ways we support students, the ways we work together
- ▶ Providing intrusive, data-informed support to students
- ▶ Full implementation of Guided Pathways
- ▶ Specific and actionable goals/decisions informed by student voice
- ▶ Allocation of resources towards programs that support equity

What are the conditions needed to create that vision?

▶ Change in Culture

- ▶ Better communication networks
- ▶ lift the veil of collegiality: being able to have hard conversations about what is working and what is not working, don't change/provide attention to areas that ARE working and insure focus is on those that are NOT working (there are plenty of ideas out there to improve almost every area)
- ▶ Create a culture that promotes and rewards experimentation in teaching/classroom use, and that welcomes innovation
- ▶ Include faculty in the rich life of the college
- ▶ Everyone needs to have a role and be willing to change
- ▶ Consistent leadership without excessive interim positions
- ▶ Always be thinking of what we are doing to help our students
- ▶ Allow employees to make decisions
- ▶ Allow time/space for reflection
- ▶ Systems, policies need to change
- ▶ Change in mindset of faculty to really embrace that student-centered is appropriate paradigm, many faculty do not believe that all students have the capacity to succeed

What are the conditions needed to create that vision?

- ▶ Re-evaluating recruitment and hiring practices
 - ▶ Prioritizing money for hires
 - ▶ Increase full-time faculty and staff numbers to 1) be in compliance with rules/regs, 2) have more individuals available to be on committees/work-groups, 3) provide specific individuals that students know they can go to for specific needs
 - ▶ Hire new faculty prior to faculty retirement to avoid gaps in coverage/lack of hand-off/orientation, put a structure in place so that those planning retirement can say so ahead of time to facilitate planning
 - ▶ Faculty hires need to focus on quality of hires and development of the college culture as a whole
 - ▶ Diversify faculty
 - ▶ Balanced recruitment of students, faculty, staff
 - ▶ New recruitment strategies for staff

What are the conditions needed to create that vision?

▶ New Approaches in Curriculum & Pedagogy

- ▶ Maintaining the assumption of student success in curriculum design and delivery
- ▶ Look at the way we teach and reach our students.
- ▶ Stop assuming students are underprepared or underequipped for classes. The prevalent cheating allegations assume MOST students are cheating and this simply may not be the case.
- ▶ Change in mindset of faculty to really embrace that student-centered is appropriate paradigm, many faculty do not believe that all students have the capacity to succeed
- ▶ Curriculum that exposes the hidden history of oppression and honors the contributions of other ethnic and cultural groups.
- ▶ Require cultural competency classes as a part of degrees and certificates from Grossmont college so that every Grossmont student becomes a race conscious advocate for social justice as part of our campus culture of anti-racism and social justice.
- ▶ Equity in STEM courses

What are the conditions needed to create that vision?

- ▶ Concrete, Comprehensive, Integrated & Specific Planning
 - ▶ A comprehensive plan that addresses personnel alongside strategic goals, and that addresses facilities as well. A more concrete comprehensive plan for the College.
 - ▶ Specifics in the enrollment management plan that inform the community where to focus
 - ▶ Specify immediate needs for enrollment versus long-term
 - ▶ Close the loop on the elements of the annual unit plan where the budget committee fits into the process
 - ▶ Block schedules
- ▶ Data
 - ▶ Improved data collection and access to data, so that everyone can better understand decision making
 - ▶ Data Coaches
 - ▶ Having the data we need to be able to change/adjust based on student needs (i.e. lessons from the pandemic)

What are the conditions needed to create that vision?

▶ Intrusive & Streamlined Technology

- ▶ IT support at the college level
- ▶ Universal tracking software for our students - where we track every student and know where this student is at any point in time ON THE PATHWAY and any employee can have knowledge of participation in activities on campus - have information that helps the college engage the student at any point in their journey. Intrusive engagement! Initiated by our college community
- ▶ Streamlining software/applications
- ▶ Systems integration

▶ Training

- ▶ We need to reach those who do not regularly attend and/or participate in uncomfortable discussions.
- ▶ Mandatory DEI trainings?
- ▶ Higher participation and mandatory participation in activities and trainings.

What are the conditions needed to create that vision?

- ▶ **Effective & Student-Involved Share Governance**
 - ▶ A streamlined and effective shared governance system so that we can implement new initiatives faster.
 - ▶ Students involved in decision making from shared governance to hiring committees to understand their perspective better with pay for their time.
 - ▶ More student participation in shared governance process and search committees
- ▶ **Outreach**
 - ▶ Equity & outreach to K-12

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Overview of Conditions Needed to Create Our Vision

- ▶ A culture of inclusion and innovation, with healthy communication that allows us to hold each other to our commitments, and assumes that all students can achieve their goals.
- ▶ Financial support for hiring practices that build capacity, increase the diversity of our employees, ensure new hires would support our student-centered goals and desire to improve culture, and prevent lapses in service.
- ▶ Curriculum & pedagogy start with the assumption that all students can be successful, and all students are exposed to curriculum that teaches about the history of oppression, the contributions of racially marginalized peoples, and the ways we can advocate for social justice & antiracism
- ▶ A concrete, specific, comprehensive, and integrated plan for the college - looking at both long and short-term goals.
- ▶ Data collection processes are improved, and data are widely accessible and understood with the help of data coaches.
- ▶ Technology that allows us to be intrusive in our support of students, is easy to use, and tech support is readily available.
- ▶ The majority of (all?) employees on campus participate and are involved in antiracist/DEI training and professional development.
- ▶ Shared governance that puts student voice and participation at the center, that is streamlined and effective so that initiatives are passed in a timely manner.
- ▶ Including K-12 students in our equity and outreach efforts.