Germanna Community College Strategic Goal:
Foster an intentional culture of excellence in diversity, equity, and opportunity
Truth & Reconciliation Strategic Plan

Vision Statement: Germanna Community College repudiates racism and is committed to challenging the inequitable treatment of oppressed and marginalized groups. We are an institution where people of all identities, backgrounds, and perspectives feel welcome, safe, and included. Our administration, faculty, staff, and students will transform the learning environment to challenge and defeat hatred and ignorance with new equitable narratives reflective of diverse histories and traditions. Germanna will be at the forefront of Virginia's reckoning with its history of slavery, the Civil War, segregation, and racial oppression. Through outreach, research, and healing dialogue, we will work to honestly assess and acknowledge the lived experiences of those disregarded or silenced throughout the Nation's past and present.

Dashboard:

- Increase overall campus climate year-over-year.
    - Measure: INSIGHT Viewfinder Campus Climate Survey
    - Measure: Great Colleges to Work for Survey
- Increase student satisfaction level by emphasizing awareness of and experiences with diversity and inclusion in teaching and learning.
    - Measure: Community College Survey of Student Engagement
- Increase number of applications and enrollment of underrepresented populations year-over-year.
    - Measure: Number of Completed Applications
    - Measure: Number of Enrolled Students
- Increase retention and completion of underrepresented populations year-over-year.
    - Measure: Equity Gaps in Courses
    - Measure: Fall-to-Spring Retention Percentage
    - Measure: Fall-to-Fall Retention Percentage
    - Measure: Completion Rate
    - Measure: Graduation Rate
- Increase the overall number and retention of underrepresented faculty and staff.
    - Measure: Percentage increase of diverse new hires per fiscal year
    - Measure: Percentage increase in diverse workforce per fiscal year
    - Measure: Number of Underrepresented Faculty and Staff
    - Measure: Retention Percentage of Underrepresented faculty and staff

Goal 1: Develop and maintain a campus climate and culture of understanding, respect, and support for the advancement of diversity through comprehensive programming that fosters accountability and continued achievement.

Purpose: To engage the campus community in meaningful professional development, training, and dialogue to form the foundation for cultural change.

	Strategies	Actions	Unit(s) Responsible *(Lead Unit in Bold)*
Objective 1	Increased integration of historically marginalized perspectives and authors into teaching and training methods**.** Increased instructor ability to engage with their students on topics related to diversity, equity, inclusion, and overall cultural fluency.	Identify and recruit faculty, staff, and/or external facilitators to assist with the development of diversity, equity, and inclusion training workshops for faculty and staff.	**Center for Teaching and Learning**; Academic Affairs; Multicultural Coalition for Diversity and Inclusion; Faculty; Human Resources; Equity Advancement
Objective 2	Improved understanding and accountability among students, faculty, and staff through the shared experience of engaging with works by historically marginalized peoples or topics.	Develop a campus read program for faculty and staff with accompanying thematic professional development and/or student activities.	**Center for Teaching and Learning**; Multicultural Coalition for Diversity and Inclusion; Faculty
Objective 3	Build a foundation for research about the history of race relations in the Virginia community.	Develop a culture of inclusion, belonging, and support among Germanna faculty, students, staff, and the Virginia community. Establish a	**Library Services**; History and Humanities Faculty; Center for Teaching and Learning

		database of literature around race, Civil War, and segregation.	
Objective 4	Ensure representation of marginalized voices is prominently featured in high-profile events on campus. Stimulate discussion and debate about issues related to diversity and inclusion.	Identify and recruit outside speakers to give addresses, presentations, or panel discussions about any manner of diversity-related topics.	**Center for Teaching and Learning**; Academic Affairs; Faculty; Student Services; Equity Advancement
Objective 5	Develop and ensure that a culture of understanding, respect, and support is built into the institutional structure at GCC.	Begin building an Institute for Diversity, Equity, and Inclusion.	**Equity Advancement**; Academic Affairs; Faculty; Center for Teaching and Learning; Marketing; Multicultural Coalition for Diversity and Inclusion; Educational Foundation; President's Office

Tactics:

- Increase in the number of diversity, equity, and inclusion related professional development opportunities for faculty and staff
- Increase in underrepresented histories/authors/materials incorporated into classroom materials
- Increase in the number of discussion series events available to students, faculty, and staff
- Increase the number of community engagement opportunities for faculty and students
- Increase the number of outside speakers brought to campus for diversity and inclusion speaking engagements
- Increase the number of faculty able to do peer-to-peer diversity, equity, and inclusion training

Goal 2: Increase the emphasis on diverse and inclusive teaching and learning through a review of course content, delivery, and teaching methods to identify, understand, and address social problems and systemic barriers impacting our students and communities.			
Purpose: To infuse all educational programming with course content and course delivery methods that engage students in diverse histories, traditions, and perspectives.			

	Strategies	**Actions**	**Unit(s) Responsible *(Lead Unit in Bold)***
Objective 1	Identify and select strategies for providing diverse and inclusive curriculum, co-curricular programming, service-learning, and leadership opportunities and training for students.	Organize a joint Academic Affairs and Student Services committee to provide leadership in selecting, planning, and implementing diverse and inclusive co-curricular activities and leadership opportunities for students to emphasize service and outreach for underrepresented and marginalized groups. The General Education Assessment Committee will develop a strategy for developing and assessing diversity and inclusion in the general education curriculum.	**Student Services**; Academic Affairs; Faculty; Equity Advancement; Multicultural Coalition for Diversity and Inclusion; Student Government Association; General Education Assessment Committee
Objective 2	Create an interdisciplinary faculty peer group to perform internal peer review of courses for diversity and inclusion in the course content, delivery, and teaching practices utilizing; develop protocols and rubric to be utilized in course review	Recruit and train a team of faculty in diversity and inclusion practices for teaching and learning and establish a peer group of the trained faculty for an internal review of courses.	**Academic Affairs**; Faculty; Center for Teaching and Learning; Faculty; Equity Advancement

Objective 3	Provide all students training and assessment in diversity and inclusion as a core competency of the overall student learning experience.	Develop and deliver mandatory diversity and inclusion training modules for students in Student Development (SDV) courses.	**Student Services**; Academic Affairs; Faculty; Equity Advancement
Objective 4	Provide students with a safe space through focus group opportunities to deliver qualitative feedback discussing their perceptions of and experiences with diversity and inclusion in course content, delivery, and teaching practices.	Facilitate focus groups for students to share and discuss perceptions of and experiences with diversity in the curriculum and inclusiveness in the classroom.	**Institutional Research and Effectiveness**; Equity Advancement; Faculty; Student Government Association
Objective 5	Provide students with a safe space to evaluate their coursework experiences with diversity and inclusion with an emphasis on course content, delivery, and teaching practices.	Develop and include end-of-course evaluation questions focused on student perceptions of and experiences with and exposure to diversity in course content, delivery, and teaching practices.	**Institutional Research and Effectiveness**; Equity Advancement; Faculty; Center for Teaching and Learning

Tactics:

- Increase student awareness of diversity and inclusion in curricular, co-curricular, leadership, and service-learning learning activities
- Develop and implement diversity and inclusion general education learning outcomes and assessment strategies for improving student learning achievement and experiences
- Increase awareness of diversity and inclusion in course content, delivery, and teaching practices through formal internal review of courses and course content
- Increase opportunities for students to openly share perceptions of and experiences with diversity in the curriculum and inclusiveness in the classroom and co-curricular activities
- Increase student satisfaction with exposure to diversity in content, delivery, and teaching practices

- Increase percentage of students successfully completing diversity and inclusion training to prepare for engagement and interaction as members of the GCC learning community

Goal 3: Increase college outreach, dialogue, and involvement with regional leaders, underrepresented and marginalized communities to build trust and promote engagement and change through meaningful relationships and partnerships.

Purpose: To leverage relationships and fully involve all stakeholders in the engagement, recruitment, and enrollment of underrepresented populations in the college.

	Strategies	Actions	Unit(s) Responsible *(Lead Unit in Bold)*
Objective 1	Establish college as a convener and leader in actively opposing racism by educating and advocating for change. Transform and strengthen relations and partnerships in the region using approaches that are driven and guided by community and college assets and accountability.	Identify and recruit a coalition of community partners as a rich source of perspectives, knowledge, resources, and influence to address issues of racial healing and cultural change within the college and the community.	**President**; Equity Advancement; Cabinet; Educational Foundation; Faculty
Objective 2	Develop or identify a communication and an outreach and community engagement toolkit.	Create a guide for use by Germanna offering a glossary of terms (such as the Racial Equity Tools Glossary) to support communication within the campus and beyond the campus.	**Marketing & Recruitment**; Equity Advancement; Faculty

Objective 3	Establish and/or strengthen partnerships with organizations that provide services to underrepresented populations.	Create a database for immediate access to resources and services for our students, employees, and partners.	**Student Services**; Care Team; Equity Advancement; Faculty
Objective 4	Ensure representation of underrepresented and, historically marginalized individuals are well represented on all college boards and instructional program advisory committees.	Organize diverse representation on advisory external boards and committees to ensure nontraditional voices are heard in college and curriculum decision making.	**President's Office**; Educational Foundation; Academic and Workforce Leadership; Faculty; Department Chairs; Equity Advancement
Objective 5	Cultivate a college collaboration with local k-12 and the university (UMW) that focuses on successful practices and outcomes for traditionally marginalized populations and social responsibility in our region.	Ensure greater recruitment, enrollment, and transfer rates for underrepresented and marginalized student populations utilizing shared goals and achievement benchmarks.	**Concierges**; President; Academic and Workforce Leadership; Faculty; Career and Transfer Services; Marketing & Recruitment; Equity Advancement

Tactics:

- Increase in community partnerships
- Increase in minority representation on college boards and advisory committees
- Increase in the number of services available to traditionally marginalized populations
- Increase in minority applications and registrations from K-12 to Germanna
- Increase in minority transfer from Germanna to UMW
- Increase number of community programming of meetings/events

Goal 4: Recruit, hire, retain, and promote an increased percentage of historically underrepresented and other diverse faculty and staff by focusing on equity, cultural awareness, and sense of belonging throughout the employee recruitment, onboarding, and retention processes.

Purpose: To ensure the faculty and staff are composed of individuals that are diverse, vibrant, and hold a dynamic worldview to model our college community.

	Strategies	Actions	Unit(s) Responsible *(Lead Unit in Bold)*
Objective 1	Increase the number of full-time faculty members of color to mirror the community in which the college exists.	Revise recruitment, retention practices, and hiring practices.	**Human Resources**; Cabinet; Faculty
Objective 2	Provide search advocate training for all staff/faculty engaged in the hiring process.	Establish an ongoing budget line item to fund training and recruitment materials, establish a timeline and procedure for all searches in each job category.	**Human Resources**
Objective 3	Recruit and hire position(s) for Equity Advancement.	Establish an ongoing budget line item to fund the position.	**Cabinet**; Human Resources
Objective 4	Ensure that pay and promotion processes for diverse individuals are administered equitably.	Track salary and promotion rates to ensure they are equitable and adjust accordingly if any inequities are found, provide an annual report of the salary study based on demographics.	**Human Resources**; Cabinet

Objective 5	Provide mandatory diversity training during the onboarding and orientation process for new hires.	Establish an HR budget item for diversity training materials and courseware and add a diversity module into the orientation process.	**Human Resources**; Equity Advancement

Tactics:

- Increase in minority representation in faculty and staff through the development of a diversity recruitment plan
- Increase in the number of retention practices and events happening in the staff and faculty populations
- Develop diversity onboarding training series for all incoming employees
- Increase in staff-focused professional development opportunities
- Increase in the number of HR mandated professional development in diversity and inclusion for all Germanna employees, including HR and peer-led conversations on inclusivity
- Demonstrate equity and pay in promotion practices among all Germanna employees to provide equal access to opportunities and advancement

Goal 5: Rectify achievement gaps among student populations by providing academic and personal support that promotes student success by increasing opportunities for students, faculty, and staff to engage together in student activities and programming.

Purpose: To promote an inclusive student experience in which students feel a sense of belonging and support for the purpose of their overall achievement.

	Strategies	Actions	Unit(s) Responsible *(Lead Unit in Bold)*
Objective 1	Develop a sense of belonging and support between students and faculty or staff by training and matching faculty/staff	Develop and implement a staff-student mentorship program for underrepresented student populations.	**Equity Advancement;** Student Services; Academic Affairs; Faculty

	mentors with students to ensure that students remain on track to completion.		
Objective 2	Provide student leaders with an opportunity to confront biases, engage in critical dialogue, and understand the importance of equity and inclusion in the global environment.	Develop and deliver mandatory diversity training for all student club and organization leaders, as well as club and organization advisors.	**Student Activities**; Equity Advancement; Multicultural Coalition of Diversity and Inclusion; Faculty
Objective 3	Build meaningful relationships with individuals, K-12 partners, and community organizations to attract and recruit an increased number of students from diverse backgrounds and strengthen partnerships within the community.	Recruit and hire a College Recruiter position specifically focused on underrepresented and marginalized communities.	**Marketing and Recruitment**; Human Resources
Objective 4	Improve student success and completion rates for underrepresented and marginalized populations by setting metrics, ensuring accountability, and data availability.	Develop a dashboard with metrics and a timeline to track and close identified achievement gaps among student populations.	**Institutional Research and Effectiveness**; Equity Advancement
Objective 5	Create a baseline for the campus climate related to diversity and equity as a source for developing	Conduct INSIGHT Viewfinder Campus Climate Survey.	**Institutional Research and Effectiveness**

	programming and initiatives to improve institutional culture.		
Tactics: • Increase in minority student applications for admission with intentional and proactive recruitment practices • Increase in minority student population with streamlined onboarding and focus on student support • Increase in fall-to-spring retention, fall-to-fall retention rates, and completion for minority students by offering holistic, wrap-around student services • Increase in diversity training opportunities for all students			