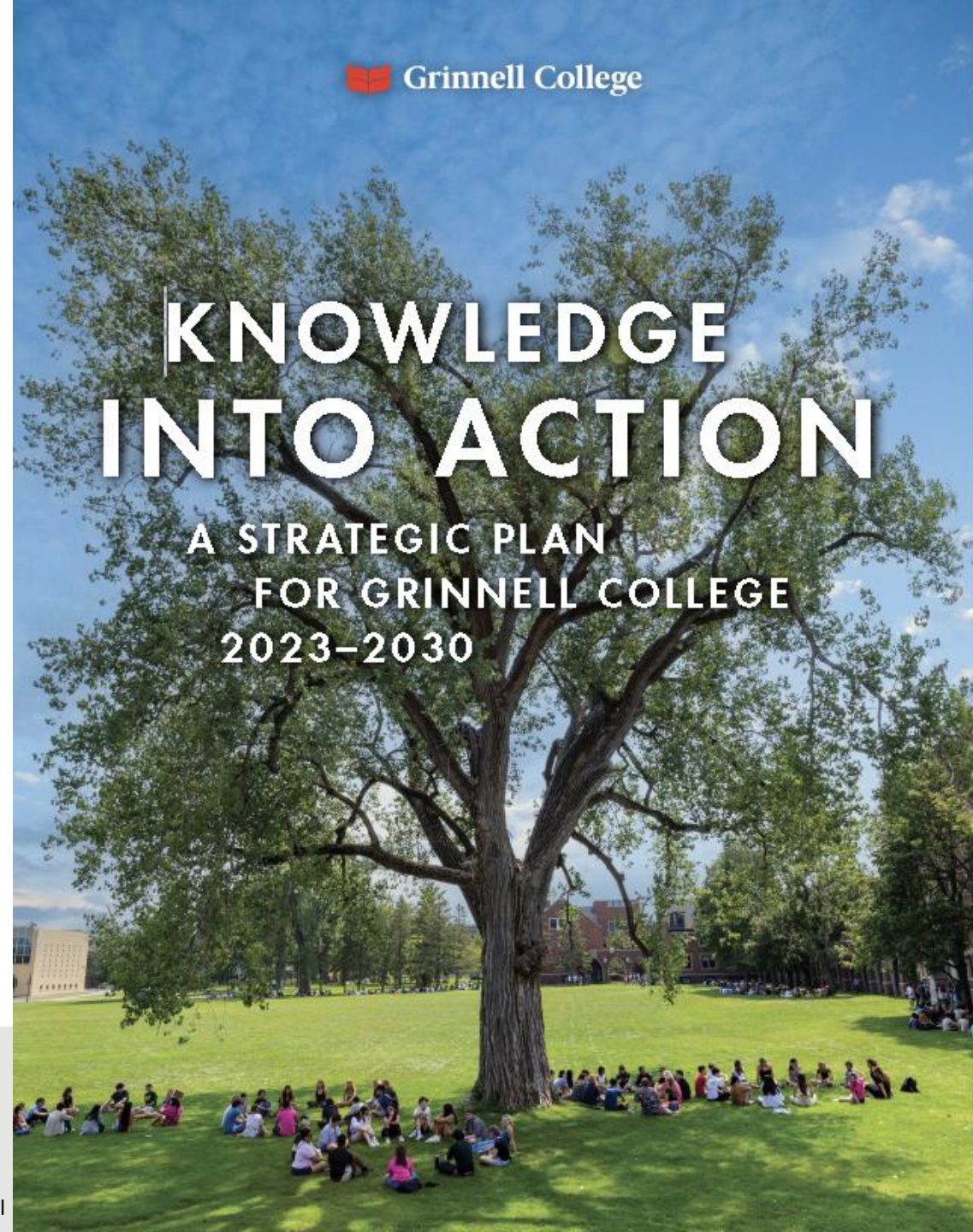


MOVING KNOWLEDGE INTO ACTION

*YEAR 1 UPDATES
YEAR 2 INITIATIVES*

Convocation
August 29, 2024
President Anne F. Harris




Agenda

1. JOY!
2. Plan Overview & Key Ideas
3. Premise & Process for Implementation
4. Charges
 - 2023-24
 - 2024-25
5. Keeping the Campus Involved:
Dashboard





The background of the slide is a close-up photograph of the Grinnell College seal, which is a circular stone relief. The seal features an open book in the center, with the Latin motto "CHRISTO DUM SERVAMUS" arched above it and the year "MDCCCLXVIII" below. The outer ring of the seal contains the text "COLLEGIUM IOWAENSE" at the top and "GRINNELL" at the bottom. The seal is set within a decorative stone frame.

1. Overview & Key Ideas



ROOTED IN GRINNELL'S PRINCIPLES AND PEOPLE

Grinnell College **Mission**

...The College aims to graduate individuals who can think clearly, who can speak and write persuasively and even eloquently, who can evaluate critically both their own and others' ideas, who can acquire new knowledge, and who are prepared in life and work to use their knowledge and their abilities **to serve the common good**.

How the **Mission** Drives the **Vision**

To serve the common good
(Rearticulated in 2001)

To be an agent of civic trust
(Presented in 2021)

moving knowledge into action for a more just and equitable society

How the Values Drive the Plan



700+ ideas

268 Action Items

99



Constituents Drive the Ideas
Prioritized Actions



VISION CAMPUS AND SOCIETAL IMPACT

A large group of students is sitting on a grassy lawn in front of a historic brick building with towers. The students are arranged in a circle, engaged in conversation. The building in the background is a multi-story brick structure with several towers and arched windows. The scene is set outdoors with trees and a clear sky.

A strategic plan that strengthens collaboration and discovery for positive change in the institution and the world it shapes.



2. Premise & Process for Implementation

How: Implementation through Connection

Guiding Principles

- Connect **existing governance structures** to accomplish objectives
- **Intentional networks** strengthen cross-campus collaboration



Steering Committee

Convener: Vice President of Community Engagement and Strategic Planning
President of the College
Interim Vice President of Academic Affairs and Dean of the College
Chief of Staff and Vice President of Administration
Vice President of Communication and Marketing
Vice President of Enrollment, Dean of Admission and Financial Aid
Vice President of Finance and Treasurer of the College
Vice President for Development and Alumni Relations
Vice President of Student Affairs
Vice President for Diversity, Equity, Inclusion-CDO & Inclusion Officer
Associate Vice President Institutional Initiatives & Enrollment
Assistant Vice President of Corporate, Foundation, and Government Relations
Director of Strategic Research
Chair of the Faculty
SGA President
Staff Council Representative

Process

Each year, strategic planning steering committee identifies following year's priorities and key governance structures for each action item.



3. 2023-24 Actions Update



Catalyst for Educational Excellence

Research ways to integrate High-Impact Practices (HIPs) with [College-wide learning outcomes](#) to assist with student developmental planning, advising, and institutional accountability for equity.

Led by Graham Miller, the working group is mapping HIPs of global study, research, internships, and community engagement in terms of available resources and demographic participation for each of the four categories to provide a recommendation for increasing access to HIPs for students.

Focus on the [Higher Learning Commission Quality Initiative](#) for advising as a first step in evaluating our institutional understanding of academic advising.

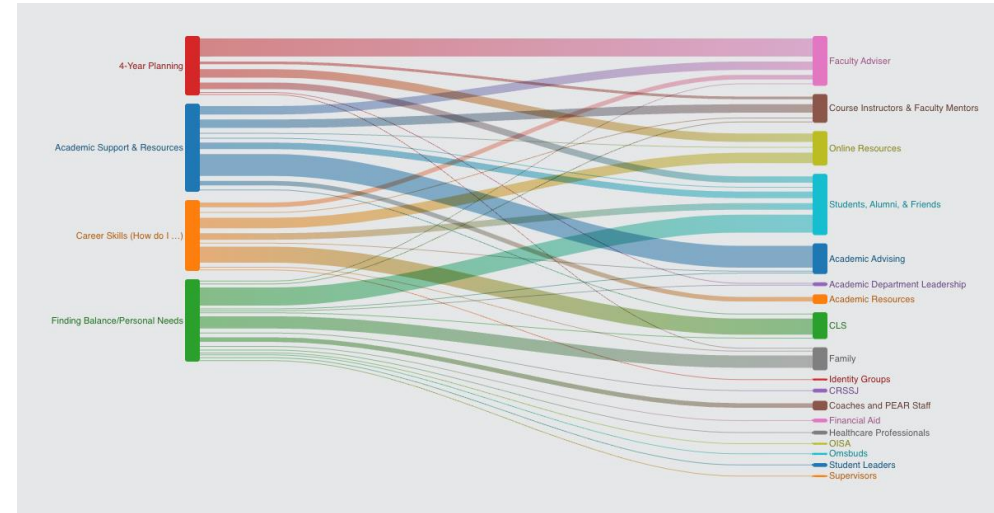
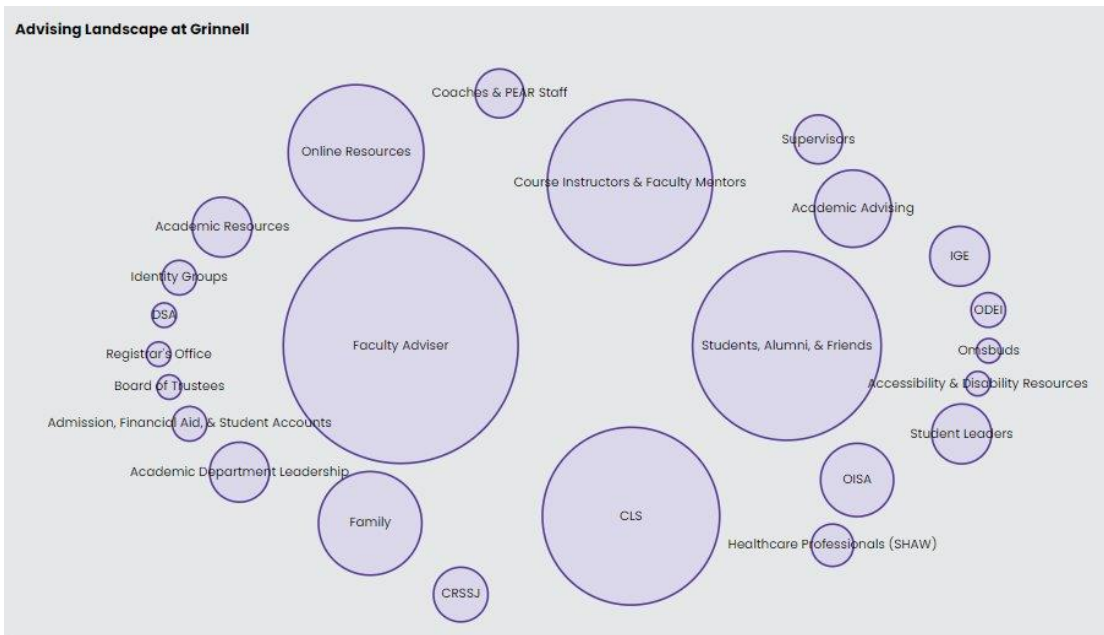
Led by Beronda Montgomery, Joyce Stern, and Andrea Tracy, the working group's initial focus is on a comprehensive evaluation of academic advising that examines the roles played by faculty and staff. In time, this will lead to specific recommendations to improve the quality of academic advising campus-wide (launched Nov. 2023).

Move forward with the College's response to the Supreme Court decision on affirmative action with the goal of recruiting and retaining a diverse, well-qualified student body.

Led by Sarah Fischer, the working group has developed a multi-year framework for mitigating losses in student diversity while observing the SCOTUS decision to limit the use of race in the college admission process.

Quality Initiative:

Enhancing the Student Experience of Academic Advising at Grinnell



- Year 1: Mapping the Advising Ecosystem
- Year 2: Excellence in Academic Advising (NACADA)
- Year 3: Putting Findings into Practice

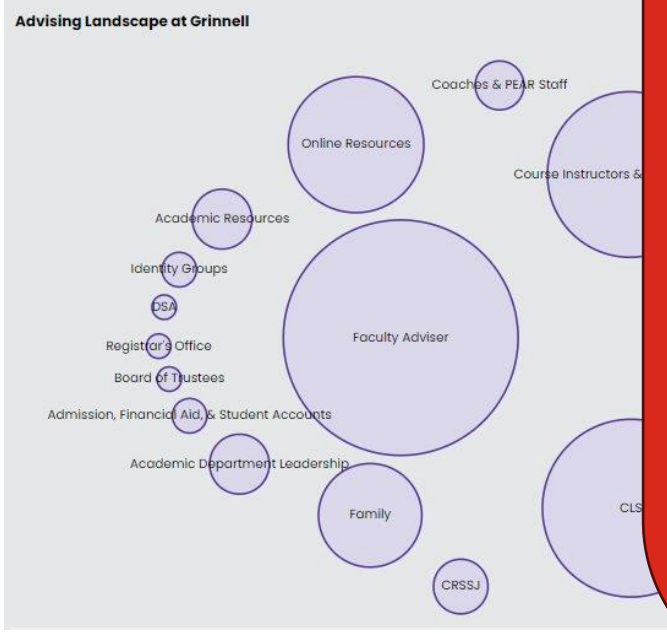
Quality Initiative:

Enhancing the Student
of Academic Advising

 **Year 2 Launch!** 

**Friday, September 13
at 4 pm**

**HSSC Multipurpose
Room**



Advising

Academic

ings into Practice



Grinnell College

2023-24 Charges & Working Groups | 16



Belonging and Connection

Reinvent a residential experience and student programming that provide tools and opportunities to build community, develop self-understanding, and establish collaborative relationships across difference.

Led by JC Lopez and Mfon Nwabuoku, in collaboration with the SGA president, this working group is undertaking analysis of the residential curriculum proposal combined with inventory of actions already or soon to be in motion, as analyzed by the Student Experiences group of Senior Leadership.



Grinnell College

2023-24 Charges & Working Groups | 17



GRINNELL COMMUNITY RESIDENTIAL EXPERIENCE [G-CORE] AT A GLANCE

EDUCATIONAL PRIORITY

Students will co-create a living and learning environment where they can cultivate community, develop the whole self, and build coalitions with others to enhance mutual trust and cooperation.

LEARNING GOALS



PERSONAL GROWTH AND AWARENESS

Students will be able to explore their own identities and values while living in community with others.

LEARNING OUTCOMES

OUTCOME 1: Students will be able to understand various aspects of their identity.

OUTCOME 2: Students will be able to make intersectional connections between their identities, values, interests, and goals.

OUTCOME 3: Students will be able to develop and apply skills for personal sustainability and resilience.

OUTCOME 4: Students will learn the skills necessary to build meaningful relationships.

OUTCOME 5: Students will learn to listen for collective understanding.

OUTCOME 6: Students will be able to identify their roles and responsibilities as collaborative community members.

OUTCOME 7: Students will develop skills necessary to enact equity-minded change.

OUTCOME 8: Students will be able to make

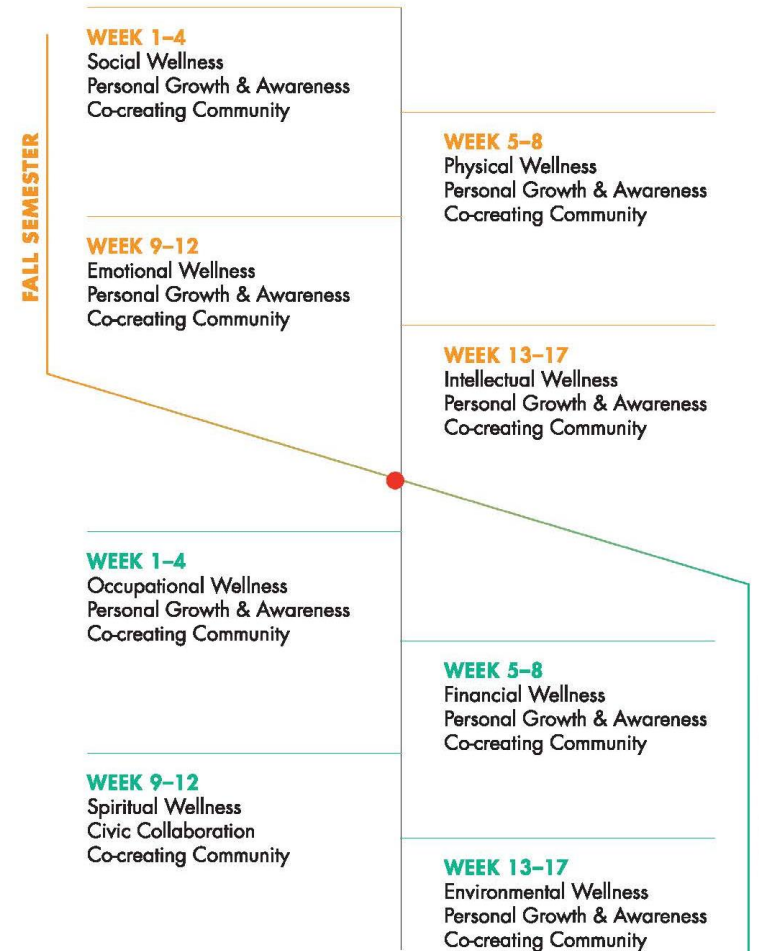
CORE STRATEGIES

1. Residence Life Staff Support
2. Floor Community Cohorts
3. Program and Events
4. Community Building Circles
5. Student Feedback
6. Faculty/Staff Community-Building Outreaches

SUPPORT STRATEGIES

1. Incentives
2. Room Agreements
3. Floor Meetings
4. Bulletin Boards/ Door Decs
5. RESLIFE Staff Training
6. RESLIFE Events
7. BASICS Intervention
8. Restorative Practice Lens
9. Monthly Themes

ACADEMIC YEAR TIMELINE



CO-CREATING COMMUNITIES

Students will be able to work together to co-create communities that support belonging and connection for all.



CIVIC COLLABORATION

Students will be able to cultivate the skills and the relationships to become equity-minded changemakers on campus and in the world.



Collective Equity

The Reduce Endowment Dependency (RED) initiative to identify long-term ways to reduce Grinnell's dependence on the endowment to fund the operating budget.

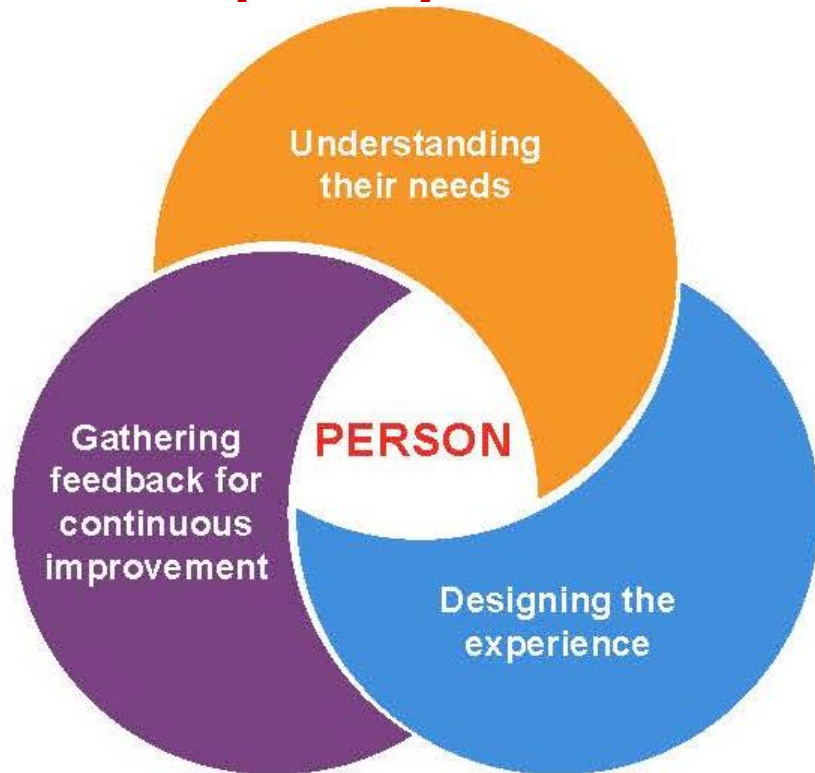
More than 60% of Grinnell's operating budget is funded by the endowment, making it one of the most endowment-dependent institutions in the U.S. Recognizing that over-dependence on any one source of revenue is not financially prudent, RED is seeking \$5 million in annual operational budget space (through either cost-savings or new revenue) by FY29. Led by Germaine Gross, RED is an opportunity to re-engineer operations, explore ways to increase revenue, and identify where new investments are needed.

Build a shared understanding among campus constituents and leadership regarding compatibility of data and cybersecurity and the academic mission of the College.

Led by Myrna Hernández and Jonathan Colby, the objective of this working group is represented by the name they selected: the Information Technology and Academic Mission Alignment Group. The group was charged with identifying and guiding the work of an external partner to assist in developing an understanding of our current landscape around the areas of service delivery, policy, governance, data sharing, and relationships.



Collective Equity



Completed

- Reframing within ITS to focus on **people first, service, and a collaborative approach to solving problems**
- MOR Report completed with recommendations and published on Senior Leadership Sharepoint site

In Progress

- Additional service catalog items to allow for faster processing of requests
- Implementing new software to move to a proactive computer lifecycle replacement program
- Quarterly ITS newsletter
- More live updates to faculty and staff (potentially via faculty meetings and fireside chats)
- Review of ITS governance structures





Shared Goals and Common Ground

Support community-building programs and community dialogue, with Renfrow Hall as a focus and inspiration, and the Civic Innovation Pavilion as a place to gather.

Led by Monica Chavez-Silva, JC Lopez, and Mark Peltz, the working group will analyze Renfrow Hall recommendations to establish residence guidelines for engagement and define the use of the Civic Innovation Pavilion starting in fall of 2024.



A group of students is silhouetted against a sunset sky. They appear to be in conversation, with some holding up phones or cameras. The sky is a mix of blue, orange, and pink.

4. Keeping the Campus Informed: Dashboard

Knowledge Into Action: A Strategic Plan for Grinnell College, 2023-2030

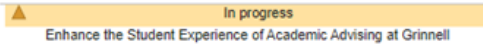
Active Initiatives and Progress

Select action using the menus, and hover over action descriptions to see additional detail

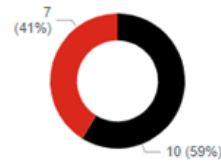
Catalyst for Educational Excellence

Enhancing Academic Advising

2023-2026



Enhance the Student Experience of Academic Advising at Grinnell

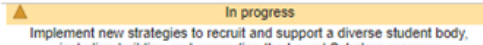


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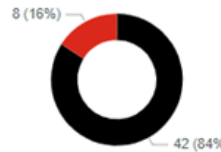
Belonging and Connection

Diversity in Admissions

2023-2029



Implement new strategies to recruit and support a diverse student body, including building and expanding the Laurel Scholars program

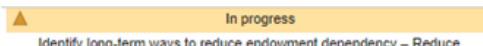


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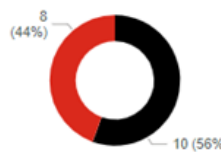
Collective Equity

Reducing Endowment Dependence (RED Initiative)

2023-2029



Identify long-term ways to reduce endowment dependency – Reduce Endowment Dependency (RED) Initiative

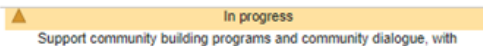


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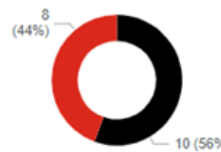
Shared Goals and Common Ground

Engaging the Community through Renfrow Hall

2023-2024



Support community building programs and community dialogue, with Renfrow Hall as a focus and inspiration and the Civic Innovation Pavilion as a place to gather



● In Progress
● Completed

Strategic Plan Dashboard

Graham Miller
Director of Strategic Research

A photograph of a brick building hallway with arched doorways. In the foreground, a young man with curly hair and a young woman are walking towards the camera, both carrying several cardboard boxes. The man is wearing a blue plaid shirt and jeans, while the woman is wearing a white t-shirt, patterned shorts, and a dark baseball cap. In the background, another person is visible, and several bicycles are parked against a brick wall on the right. The scene is brightly lit, suggesting daytime.

5. 2024-25 Actions



Catalyst for Educational Excellence

ACTION: Staff Development (Bailey Asberry & Robert Willey)

Led by HR and Staff Council, this group will develop a leadership program for new and current staff members to develop leadership skills, experiences, and cross-divisional and community knowledge that increases collaboration with faculty and contributes to the College's academic mission. Elements should include establishing a definition of leadership in a small liberal arts setting, skills in interest-based negotiations, invited speakers and/or trainers whose sessions can be preserved on GLADIS, and ideas ready for implementation.

Campus partners for this work will include ODEI, the Wilson Center for Innovation and Leadership, and the President's Office (funding).



Belonging and Connection

ACTION: Athletic Culture and Identity (Holly Roepke, JC Lopez & Myrna Hernández)

With the collaborative leadership of PEAR and DSA, this action identifies high impact practices across Physical Education, Athletics and Recreation (PEAR) through experiential learning and community vitality. With a goal to determine priorities and guiding factors that frame the foundation for a culture and value-set supporting community and belonging through co-curricular and extra-curricular endeavors. The actions will address the visibility of the department and alignment with institutional priorities. Partnership with Admissions will center around recruitment of student athletes.

Partners include The President's Office, Faculty Athletic Representative, Student Athlete Leadership, DAR, CLS, and the Office of Admissions.



Collective Equity

ACTION: Cultural Centers (Marc Reed & JC Lopez)

Working within the collaborative leadership of ODEI and the DSA, this action develops a plan and timeline for investments and programming in cultural centers on campus. Investment in identity-based spaces will be coupled with defined pathways through which Cultural Centers (and other institutions on campus) can influence institutional policy and practice.

The **Dean's Office, Executive Council, Staff Council, HR**, and the **Treasurer's Office** will be needed partners to establish these defined pathways and their connections to policy and practices. **DAR** can provide connections to both alumni and fundraising for the sustainability of these investments.

ACTION: Equitable Intervention (Jana Grimes & Marc Reed)

With the collaborative leadership of HR and ODEI, this action seeks to identify and present a timeline for interventions to attract and retain diverse faculty and staff candidates. This work will necessitate cultural/climate assessment work with **CPPR** to shape recruitment and retention efforts. The partnership of the **Dean's Office** and **Executive Council** will be needed for faculty recruiting and retention, and that of **HR/ODEI and Staff Council** for staff recruiting and retention. Funds will be available for consulting with other institutions and leaders in faculty and staff recruitment and retention.



Shared Goals and Common Ground

ACTION: Community Partnerships (Graham Miller, Jessica Stewart, Susan Sanning)

With the collaborative leadership of CLS's Civic Education and Innovation, the CPPR, and DAR, this action seeks to reflect on and expand the ways that the College fosters community partnerships on multiple scales, involving alumni and friends of the College. Reflecting on these connections calls for an inventory and mapping of the ways that the College partners with other entities and institutions to further the academic mission of the College and its impact. Once the mapping is complete, areas of expansion can be identified as these meet the goals and needs of the mission of the College, with special attention to the Weingart '61 Civic Innovation Pavilion within Renfrow Hall as a hub for such connections. Both the inventory and the proposed expansions will benefit from communications plans to connect campus, community, alumni and at-large audiences with the vital work of community engagement of the College.



Thank you for your
ideas and energies!