Truth & Reconciliation Strategic Plan 2023-2024 Year-End Report Germanna Community College Strategic Goal:

Foster an intentional culture of excellence in diversity, equity, and opportunity

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 Snapshot:

- 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 the number of applications and enrollment of underrepresented populations year-over-year.
 - o Measure: Number of Completed Applications
 - Measure: Number of Enrolled Students
- Increase retention and completion of underrepresented populations year-over-year.
 - o Measure: Equity Gaps in Courses
 - Measure: Fall-to-Spring Retention Percentage
 - Measure: Fall-to-Fall Retention Percentage
 - Measure: Completion Rate
 - o Measure: Graduation Rate
- Increase the overall number and retention of underrepresented faculty and staff.
 - o Measure: Percentage increase of diverse new hires per fiscal year
 - o Measure: Percentage increase in diverse workforce per fiscal year
 - o Measure: Number of Underrepresented Faculty and Staff
 - o 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.

		Summary of 2023-2024 Activities
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.	 Events, Workshops, and Training: Restorative Justice Training with Dr. Frank Cirioni Teaching English Language Learners in STEM Fields with Professor Yawo Ekpoh and Professor Mirela Fetea Implicit Bias and Its Impact on Student Success with Dr. Marlo G. Hode Unity in Our Community with Chris Singleton "The Immortal Life of Henrietta Lacks" Common Read Advocating From the Intersections with Brandon Wolf Embracing Authenticity and Finding Truth Within with Author of "Evil Eye" and "A Man is No Woman", Etaf Rum Punished For Dreaming with Dr. Bettina Love Diverse Participation in the Revolutionary War Panel with Dr. Gaila Sims, Author Aly Riley, Dr. Will Mackintosh, Prof. Edwin Watson, and Prof. David Marsich. Grand Opening of The Multicultural Center Hispanic Heritage Month

- Latinx Connection Group Meet-Up
- Hispanic Heritage Month Trivia Gameshow
- The Latin Ballet of Virginia: Alma Latina

National Native American Heritage Month

- Monacan Indian Nation: A Story of Perseverance
- Germanna Libraries Celebrating National Native American Heritage

Black History Month

- Colors of Germanna is a celebration of the diverse voices, perspectives, and cultures at Germanna Community College.
- Roundtable of the Soul
- Nourishing Roots: Black Health and Wellness through Diet with Katrice Mayo
- Crowning Glory: A Panel on the Beauty of Black Hair

Women's History Month

- Karrin Felton: Women in STEM
- Enanga Daisy Fale: Women in STEM
- Louvere Walker Hannon: Women in STEM
- Black Women Maternal Mortality Rate Discussion
 Panel and Screening Birthing Justice

Diversity Week:

- Intersectionality of Life: From a Girl to a Man
- First Generation Student: From 911 to Higher Ed (and Everything in Between)
- Privilege Walk
- Autism 101
- Poetry and Visual Art Competition

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.	 Common Read: "The Immortal Life of Henrietta Lacks" by Rebecca Skloot Into and Life Group Discussion Death Group Discussion Immortality and Afterword Group Discussion Beyond the Book Group Discussion Community Conversations: Unity in Our Community with Chris Singleton Embracing Authenticity and Finding Truth Within with Etaf Rum Advocating from the Intersections with Brandon Wolf Punished for Dreaming with Dr. Bettina Love Diverse Participation in the Revolutionary War Panel with Dr. Gaila Sims, Author Aly Riley, Dr. Will Mackintosh, Prof. Edwin Watson, and Prof. David Marsich
Objective 3	Establish institutional partnerships around course content and design that deepen student and faculty knowledge of underrepresented or marginalized voices	 Microlearning Modules Empowering Conversations: Embracing Neurodiversity through Affirming Language (31) Navigating ADHD in Higher Education (20) Beyond the Battle: Enhancing PTSD Awareness in Community College Settings (12)

		 Navigating Nuances: Cultivating Inclusivity through Understanding Microaggressions (7)
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.	 Community Conversations: Unity in Our Community with Chris Singleton Embracing Authenticity and Finding Truth Within with Etaf Rum Advocating from the Intersections with Brandon Wolf Punished for Dreaming with Dr. Bettina Love Diverse Participation in the Revolutionary War Panel with Dr. Gaila Sims, Author Aly Riley, Dr. Will Mackintosh, Prof. Edwin Watson, and Prof. David Marsich Faculty Convocation Speaker: Implicit Bias and Its Impact on Student Success with Dr. Marlo G. Hode
Objective 5	Develop and ensure that a culture of understanding, respect, and support is built into the institutional structure at GCC.	 Workshops: Promoting and Responding to Student Mental Health Concerns with Germanna Counseling Team Members Working with Disabled Students with Win Stevens Teaching an Incarcerated Population at Coffeewood Correctional Facility with Dr. Eric Earnhardt and Dr. Sarah Hall Supporting Pregnant and Parenting Students with Mark Haines, Mary Worthy, and Hope Murphy

	 Meeting Students Where They Are (But Refusing to Leave Them There) with Professor Renee Garris and Professor Neil Mairs Strategies for Building Student Resilience Round Table with Prof. Yawo Ekpoh and Dr. Jamie Lennahan Teaching Writing Across Disciplines Round Table with Prof. Renee Garris and Dr. Jamie Lennahan
New Objectives for 2024-2025	
Objectives Completed and Removed	

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.

		Summary of 2023-2024 Activities
Objective 1	Identify and select strategies for providing diverse and inclusive curriculum, co-curricular programming, service-learning, and leadership opportunities and training for students.	Ongoing
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 utilized; develop protocols and rubric to be utilized in course review	An interdisciplinary faculty peer group with assistance from the Dean of Arts & Sciences and the DEI instructional designer developed a Syllabus Review tool based on research and guides from the Center for Urban Education to assist faculty in review of and reflection on their course content, delivery, and teaching methods. Professional development introducing and highlighting this work was completed throughout the year, and the Center for Teaching and Learning Task Force has begun developing a "lessons learned" video from one of this year's Teachers of the Year who used the tool. Additionally, many in this group joined our Title III Director and consulted with the Center for Urban Education to explore a "Train the Trainer" professional development opportunity in 2024-2025 for faculty who complete this summer's Faculty Learning Community, which will read and discuss From Equity Talk to Equity Walk: Expanding Practitioner Knowledge for Racial Justice in Higher Education.

Objective 3	Provide all students training and assessment in diversity and inclusion as a core competency of the overall student learning experience.	An online Identities and Inclusion module was added to all 111 SDV courses. 1953 students completed the assignment that teaches students a deeper understanding of social identities, as well as concepts like implicit bias, stereotypes, and microaggressions. Students learn bystander intervention and their role in creating a safe and inclusive environment for friends, peers, and classmates.
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.	In an effort to gather broader student input, Mark Haines and Dr. Eric Earnhardt, in consultation with Dr. Tiffany Ray-Patterson created the three likert style questions below. These questions will be added to the spring 2024 administration of the Ruffalo Noel Levitz Student Satisfaction Survey. The Goal Two committee will review the results when they are available in fall 2024. 1. The content of my courses includes diverse voices and perspectives. 2. Course content is delivered in a manner that values diversity and inclusivity through respecting different learning styles, preferences, and needs. 3. Instructors practice respect for diverse perspectives and invite participation from all students regardless of their identity or background.
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.	In an effort to gather broader student input, Mark Haines and Dr. Eric Earnhardt, in consultation with Dr. Tiffany Ray-Patterson created the three likert style questions below. These questions will be added to the spring 2024 administration of the Ruffalo Noel Levitz Student Satisfaction Survey. The Goal Two committee will review the results when they are available in fall 2024. 1. The content of my courses includes diverse voices and perspectives.

	3. I	Course content is delivered in a manner that values diversity and inclusivity through respecting different learning styles, preferences, and needs. Instructors practice respect for diverse perspectives and invite participation from all students regardless of their identity or background.
New Objectives for 2024-2025		
Objectives Completed and Removed		

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.

		Summary of 2023-2024 Activities
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.	Fall and Spring Community Conversations promotion List growth Website, social, and email promotion Print advertisement in local papers Launched "Colors of Germanna" campaign to highlight and celebrate the diverse people who make Germanna unique. The campaign started with Black History Month and expanded to celebrate Women's History Month, Arab American Heritage Month, Asian American Pacific Islander Heritage Month, and Pride Month Developed custom Germanna-themed Zoom backgrounds for key months celebrating diversity including Black History Month, Women's History Month, Arab American Heritage Month, Asian American Pacific Islander Heritage Month, and Pride Month Developed dedicated landing pages for each monthly observance including Germanna activities as well as community events.
Objective 2	Develop or identify a communication and an outreach and community engagement toolkit.	 Continued monthly Community Connection Newsletter Monthly content is being developed to keep community informed about programs, events, and outreach

		 Continued to grow the list organically through the website and added local media partners, VCCS leadership, and alumni to further reach our communities. List is now close to 20,000 unique email addresses. The goal of the monthly newsletter is to continue to promote the college holistically in order to drive engagement through partnerships, support for the Foundation, and recruitment and provide ongoing information about the College with our communities.
Objective 3	Establish and/or strengthen partnerships with organizations that provide services to underrepresented populations.	Continued to support community organizations by having The Academic Scholars Institute (Orange-based organization of African American middle-school age students) visit for the second summer in a row Continued to work closely with FailSafe-ERA, a non-profit organization that assists justice impacted individuals with community reentry. Referrals are made from FailSafe-ERA to GCC as well as from GCC to FailSafe-ERA. Renewed partnership with FredNats to continue History Wall Project and provide tabling and advertising during the Baseball season to connect with a wider range of community members Represented Germanna at a number of community events across our service area including: • Fredericksburg Pride • Coffeewood Correctional Center Block Party • Culpeper Juneteenth Celebration • FailSafe Booth Camp for Returning Citizens • FXBG Latin Festival • Casa Villa in Bloom • National Youth Apprenticeship Week Community Forum • John J. Wright School • Preventing Generations of Incarceration Conference • Community Health Fair • Right Road Resource Fair

Objective 4	Ensure representation of underrepresented and, historically marginalized individuals are well represented on all college boards and	 Orange County Street Festival FredNats tabling nights FredNats Goodwill Wednesdays Ongoing
		 STEAM-H Day Monthly Health Careers Open Houses (fall 2023-spring 2024) Culpeper Family Resource Center Maker Energy Faire with Culpeper CTEC I'm Determined Conference, Stafford High School CTE Day with Caroline County Public Schools King George Reverse Transfer Fair Intern Expo at Fredericksburg Expo Center HBCU College Fair at James Monroe High School Rapid Response with Stafford Community Corrections Greene County Technical Education Center Caroline High School Career Fair King George High School Trades Boot Camp Stafford County Pathways Night Fredericksburg Regional Food Bank Open House 4E Education Expo at Massoponax High School ESOL Night at Chancellor High School Spotsy Towne Center College Night Out Chart Your Future Expo Culpeper Airfest Caroline High School Block Party Quantico Education Fair Hola Germanna ELL Information Sessions Culpeper Fiesta VACRAO Regional Fair

	instructional program advisory committees.	
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.	 Smart Start Summer Bridge Promotion of Summer Smart Start program targeting students with barriers and first-generation students. The Academic Scholars Institute (ASI): In collaboration with the Orange County Education Foundation, Germanna hosted the Academic Scholars Institute (ASI). This program aims to engage and challenge Black male students in grades 5th and 6th through a range of academic activities, hands-on experiences, and social events.
New Objectives for 2024-2025		
Objectives Completed and Removed		

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.

		Summary of 2023-2024 Activities
Objective 1	Increase the number of full-time faculty members of color to mirror the community in which the college exists.	 Partnering with Hispanic Chamber on job postings. Will add Diversity Recruiting, Handshake and Purple Suitcase to our current list of over 14 sites where we market/advertise. Continuing partnership with Diversified Search Group/Storbeck search firm on the hiring of a new position - VP for Community Engagement.
Objective 2	Provide search advocate training for all staff/faculty engaged in the hiring process.	 Continued promotion and recruitment of search advocates. Germanna leads the VCCS with 77 trained search advocates in our pool. Eleven new search advocates were trained in 2023-24, which is an 11% increase. Additional faculty and staff are training in Summer 2024. A total of 6 HR staff members have been trained as search advocates in order to add additional support. System DEI Officer participated in recent college search advocate training as guest speaker; provided guidance on having difficult conversations during the interview process and handling bias.
Objective 3	Ensure that pay and promotion processes for diverse individuals are administered equitably.	 Compensation equity reviews completed by Cabinet; May 2024. Results incorporated into the Faculty Salary Plan due to the system office. Employee communications developed to promote understanding and transparency in compensation structure and plans. Gallagher compensation salary reviews completed for inaugural Pharmacy Technician and Surgical Technician faculty positions. Compensation and role

		reviews completed throughout the year based on position and need (new, market demand).
Objective 4	Provide mandatory diversity training during the onboarding and orientation process for new hires.	 Currently revamping a new employee orientation program to include a review of diversity training options for new hires. A fall launch is planned. Welcome video and adjunct orientation updates in progress.
Objective 5	Ensure a positive culture of diversity, equity, and inclusion	 TimelyCare employee usage numbers are continuing to grow since launch in 2022. As of May 2024, we have 95 new employee registrations, 191 total visits, which is increased from 65 in May 2023. 75.4% of the visits are scheduled for counseling sessions. The HR hosted Benefits and Wellness Fair continued this year with in-person and virtual offerings for employees. Approximately 25 vendors participated in the event. Germanna participated in the Great Colleges to Work For Survey. 58% of the employees responded. Results are pending and will be reviewed for themes and action items. HR offered professional development is held twice a month and includes topics on DEI from a diverse pool of trainers. We currently have 46 faculty / staff participating as Onboarding Buddies and continue to match all new classified and A&P staff with a buddy. We continue to ensure diverse hiring selection committees for all searches, as well as including a question on diversity during interviews to assess whether potential new hires are committed to promoting and fostering a culture of diversity, equity, and inclusion.
New Objectives for 2024-2025	Explore ways to recognize participation in DEI-related professional development.	 Collaborate with inter-college partners on viable badging tools, particularly those free and/or inexpensive options that work outside of the CANVAS environment. Monitor future upgrades in HCM that will offer enhancements in tracking specific professional development.

Objective 6	Investigate viability of issuing certificates for completion of college-wide, required professional development that includes DEI training.
Objectives Completed and Removed	

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.

		Summary of 2023-2024 Activities
Objective 1	Develop a sense of belonging and support between students and faculty or staff by training and matching faculty/staff mentors with students to ensure that students remain on track to completion.	Student Outreach and Engagement Activities: In our pursuit to amplify the program's reach and resonance among the student body, the following activities were meticulously planned and executed: Classroom Visits: Fall Number Conducted: 7 Spring Number Conducted: 6 Summer Number Conducted: 1 Tabling Events: Fall Welcome Day (August) Spring Open House (January) National Mentoring Day (January) Mentee and Mentor Events: Holiday Cookie Exchange National Mentoring Day Tabling Event Letter of Reference Event Welcome Back Mentors Mentor Fall Fun and Games

Mentor Outreach and Recruitment

- The ongoing marketing recruitment campaign via social media and local news has introduced 13 new mentors into the program since April 2024.
- Mentors have also been recruited from networking events through the community, one-on-one conversations, and community recommendations.
- Updated Mentorship Program webpage.
- The Student Mentor Interest form has been filled out by 145 students in the 2023-2024 school year. 95 students were matched with mentors in the 2023-2024 school year.

Mentor and Mentee Support

- As of 6/12/2024, 7 sessions of New Mentor Training have been held in the 2023-2024 school year. New Mentor Training is held monthly.
- Peer Mentor training held for Early College students
- Monthly Supplemental Training sessions have been hosted since February, covering the following topics with guest speakers:
 - o Letters of Recommendation
 - o Maxent Reporting System
 - o Equity Advancement
 - o Great Expectations and the Foster Care Experience
 - o Title IX
- Monthly check-in opportunities for mentors to meet with the Mentorship Program Coordinator to report any concerns or successes.
- Regular check-ins with students in the program

		4 graduates from the program in the 2023-2024 academic year
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.	Tour/visit of the National Museum for African American History & Culture • A total of 34 students attended the tour. Open Mic Night: The Power of Expression • 15 students attended. • Black History Month Event • Featured performer was Khalil Houston, a poet and writer that addresses systemic racism and the minority experience in America. Women in Business Brunch • 15 students attended • Women's History Month Event • A panel of 4 Women, entrepreneurs, professionals and mothers provided insight, inspiration and empowerment to attendees.
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.	 Career Advisors are embedded at local high schools to support underrepresented students with their post-high school plans. Partnered with local school divisions to develop and implement the Future Educator Academy to address the teaching shortage in rural counties. Partnered with local school divisions to recruit new early college students: Gladys P. Todd Academy: 41 Applications James Monroe High School: 15 Spotsylvania High School: 12 Massaponax High School: 5 Courtland High School: 6 Riverbend High School: 3 Germanna Scholars:

		 Culpeper High School: 35 Future Educators Academy: 17 Applications Culpeper County High School: 3 Eastern View High School: 3 Orange County High School: 7 Madison County High School: 2 Rappahannock High School: 2 This year, we will see the highest number of early college students in Germanna's history, with 161 students enrolled. The breakdown is as follows: Germanna Scholars (75), Gladys P. Todd Academy (69), and Future Educators Academy (17).
Objective 4	Improve student success and completion rates for underrepresented and marginalized populations by setting metrics, ensuring accountability, and data availability.	The REACH mini-grant, REACH Deep, and REACH Deeper grants, which focus on supporting adult learners and justice-impacted individuals through the following initiatives and events: • Student emergency aid • Returning Citizens Reentry Resource Fair," a comprehensive event featuring employer booths, community partnerships, panel discussions led by justice-impacted individuals, and various presentations ranging from entrepreneurship to brain health • Preventing Generations of Incarceration," a pivotal event centered around community-driven solutions to break the cycle of incarceration. Academic Advisor of Equity Advancement: • Provides advising support to underrepresented minority and low-income students using a case management approach

• Hosted the following events and conducted weekly check-ins with students:

Student Success Workshops:

Event: FAFSA Updates and Lunch in collaboration with The Office Financial Aid Staff members Saberina Ballard and JeNiqua Morrison

- Objective: Provide crucial information regarding FAFSA updates and offer a platform for addressing students' queries and concerns related to financial aid.
- Attendance Rate: Approximately 45.5% of the Title III student population attended the workshop.
- Outcome: This significant participation rate establishes a robust baseline for future events and underscores the value students place on financial aid guidance and support.

Event: Valentine's Day Lunch and Check-in with the Advisor

- Date: February 14th
- Attendance Rate: Approximately 13% of the Title III student population attended the workshop.
- Objective: Foster a sense of community and belonging among Title III students.
- Outcome: This event aims to create a supportive environment where students can connect with advisors and peers.

Weekly Wellness Surveys:

- Frequency: Every week during the fall and spring semesters.
- Objective: Conduct regular check-ins with students to assess their well-being, identify any challenges they are facing, and offer timely support and interventions.
- Outcome: The wellness surveys have enabled proactive outreach, ensuring that students feel supported and connected to the college community. Highlights from the wellness check-in data include:

	 A diverse range of sentiments about the spring 2024 semester, from "Feeling Good!" to "Meh." Varied perceptions of how the semester is going, with responses ranging from 3 to 5 on a scale of 1 to 5. Specific challenges in classes where students anticipate struggles, such as maintaining high grades and coping with course demands. A mixed desire for personalized outreach from program coordinators, indicating varying levels of need among students. 	
New Objectives for 2024-2025	 Create and sustain a Health & Wellbeing program that students and staff can access as a resource. The program vinclude activities such as: Beginner's Training and Calisthenics, Meditation, Yoga and more. 	
Objectives Completed and Removed		