

Charting a Path Forward to Equity

2022-2027 Strategic Plan



 **EVERETT**
COMMUNITY COLLEGE

Adopted December 14, 2021



EvCC President Daria J. Willis, Ph.D.

Message from the President

Dear Trojan Nation,

In 1941, Everett Junior College opened with 82 students. In 2021, Everett Community College began its 80th academic year expecting to serve more than 17,000 students this year alone.

In many ways, our founding principles still shape EvCC, especially our commitment to providing access to higher education and opportunity for all. In others, we are a very different college than we were eight decades ago.

As we look to the future, we recognize that our college and our community have experienced profound changes in the past two years. EvCC's 2022-2027 Strategic Plan was created while we experienced the height of isolation and loss from the COVID-19

pandemic, violent acts of oppression that renewed the call for racial justice, and a new level and frequency of climate change-related environmental devastation. This plan is a testament to the hard work, dedication, and input of the broader EvCC community.

The EvCC Strategic Plan 2022-2027: Charting a Path Forward to Equity outlines how we choose to hold ourselves accountable for ensuring student success and meeting the needs of our region. It includes four strategic priorities designed to fulfill the college's institutional mission: Belonging, Student Ready, Sustainability, and Career-Connected.

The plan was developed through a deliberate and inclusive planning effort to build on the foundation of the college's past success with a lens toward a path forward to meet the rapidly changing needs of our students and their communities.

We believe that it affirms our purpose, emphasizes our values, tests our core strengths, and refocuses our priorities to reflect a culture of resilience and perseverance. We appreciate your support as the college works to meet these goals.

Sincerely,

A handwritten signature in black ink that reads "D. J. Willis". The signature is fluid and cursive, with a large loop at the beginning.

Daria J. Willis, Ph.D.
Everett Community College President



MISSION

We educate, equip, and inspire each student to achieve personal and professional goals, contribute to our diverse communities, and thrive in a global society.

VISION

Everett Community College serves, educates, and builds communities, one person at a time.

CORE VALUES

Promise: We value, respect, and act on behalf of each student's educational needs and aspirations.

Purpose: We embrace the transforming value of learning for ourselves, our students, and our community.

Progress: We strive always to innovate, improve, and advance.

People: We nurture a campus community that is culturally competent and inspired to engage, collaborate, and grow.

Practice: We model evidence-based decision-making, equity and inclusiveness, stewardship, and sustainability.



Dr. Daria J. Willis,
Board members,
and EvCC staff
celebrating during
the 2021 EvCC
Graduation
Car-ceremonent.

Please see updated definitions at [EverettCC.edu/DiversityTerms](https://www.everettcc.edu/DiversityTerms).

Definition of Terms

Diversity - is an understanding of how individual and group differences contribute to diverse thoughts, knowledge, and experiences.

Employees - references all individuals employed by Everett Community College.

Equity - prioritizes the creation of opportunities for historically underrepresented students to have equal outcomes and access to educational programs that can close achievement gaps in student success and completion.

Equity-mindedness - is a way of thinking that calls attention to patterns of inequities in student outcomes, resulting in individual and institutional responsibility for advancing equity-achieving practices to impact success for all students.

Faculty - references all employees serving in a faculty role, including full-time, associate, tenured, tenured track, temporary, and non-instructional.

Historically underrepresented - refers to groups who have been denied access and/or suffered past institutional discrimination in the U.S, includes but is not limited to the following: Native/Indigenous; Black/African/African-American; Hispanic/Latino/a; Asian Americans; Pacific Islanders.

Inclusion - is an active intentional and ongoing engagement with diversity across the curriculum, co-curriculum and our communities to increase understanding of the ways individuals interact within systems and institutions.

Staff - references all employees serving in a staff role. These include full-time, part-time, temporary, administrative, exempt, and classified and exempt staff represented by a union.

Students - references all students who attend Everett Community College. These include full-time, part-time, Running Start, College in the High School, Transitional Studies, International, and student parents.

Strategic goals - Measurable actions we intend to accomplish.

Strategic objectives - Collaborative actions carried out by departments, committees, and units that will evolve throughout the course of the plan.

Strategic priorities - What we intend to accomplish during the life of the plan.

Definitions adapted McNair, Bensimon, & Malcom-Piqueux, *From Equity Talk to Equity Walk, Expanding Practitioner Knowledge for Racial Justice in Higher Education*

Institutional Context

OUR PAST

Everett Community College was established in 1941 and is an open-access, comprehensive, higher education institution serving the needs of the residents in and beyond Snohomish County, Washington. Located at the northern edge of the state's major metropolitan region (Seattle), we engage more than 17,000 students annually from the city of Everett, small towns, suburban and rural areas, and the Tulalip Indian Reservation. One of 34 community and technical colleges governed by the Washington State Board for Community and Technical Colleges, EvCC is accredited by the Northwest Commission on Colleges and Universities and administered by a five-member Board of Trustees (BOT) appointed by Washington State's governor.

OUR PRESENT

The college holds a firm commitment to increasing student success outcomes for low-income, first-generation, and students of color. We uphold this commitment through the development of a data-informed continuous improvement process recognized in the Achieving the Dream Network, the implementation of the Guided Pathways model of service delivery, and our equity and social justice work focused on aspiration, access, achievement, economic progress, and engagement.

OUR FUTURE

EvCC remains committed to the original purpose of community colleges--of being rooted in the promise of democracy--to provide access and opportunity to education to all, regardless of their background or experience. EvCC must fulfill the intent of Institutional Mission by paying close attention to the wellbeing of our community post-pandemic, adapting to enrollment, demographic, and industry shifts, and preparing for the future of how students will experience higher education.



PRIORITY 1: BELONGING

Everett Community College creates an equitable campus culture where students, faculty, staff, and the larger community are valued, welcomed, and actively supported.



GOAL 1.1: Establish structures and practices that promote students' development of social and academic belonging.

Objectives:

- 1.1.1 Assess and revise pathways and program maps to ensure historically underserved students' goals, values, and experiences are represented.
- 1.1.2 Create and sustain opportunities for Native/Indigenous; African/Black; Hispanic/Latino; Undocumented; Pacific Islander; LGBTQ+ students to form student-based organizations to support each other and to access trained mentors.
- 1.1.3 Expand professional development opportunities for faculty that lead to historically underserved students' participation in high impact practices regardless of a chosen program or pathway.

GOAL 1.2: Develops and nurtures an inclusive and equitable campus culture.

Objectives:

- 1.2.1: Recruit and retain faculty and staff that reflect the student population and community.
- 1.2.2: Design spaces and services that provide outreach and welcome historically underrepresented students, faculty, staff, and community members.
- 1.2.3: Develop and implement a professional development program for faculty and staff focused on diversity, equity, inclusion, and anti-racism to inform new and ongoing initiatives.

Welcome Week Student LIFE Kick-Off event. Photos by Daniel Acosta.

PRIORITY 2:

STUDENT-READY

Everett Community College rebuilds the current modes and systems of instruction and student services to expand equitable access and opportunities for all students, staff, and faculty to learn.

GOAL 2.1: Build an intentional and supportive environment for students that reinforces that every student is known, respected, and valued.

Objectives:

- 2.1.1 Reexamine policies, practices, and processes to alleviate barriers to student engagement and success.
- 2.1.2 Scale equity-minded support services that center the experiences of students disproportionately impacted by college delivery systems.

GOAL 2.2: Establish balanced modes of delivery to meet varying and diverse student needs.

Objectives:

- 2.2.1: Implement an advising model that leads to student access, persistence, success, completion, and successful transfer and/or placement.
- 2.2.2: Increase accelerated and non-traditional program offerings (e.g. distance learning, prior learning experience/assessment, I-BEST, competency based, evening and weekend programs, and bachelor of applied science.).
- 2.2.3: Expand and implement early intervention strategies to reduce the number of students who stop/drop out.



Baydaa Alshatee, EvCC Associated Student Body President and journalism major.

PRIORITY 3:

SUSTAINABILITY

Everett Community College reimagines and reforms the institution to equitably balance cultural, human, environmental, technological, and financial resources.



GOAL 3.1: Implement a financial stewardship model that promotes transparency, accountability and strategic alignment with equity and social justice values.

Objectives:

- 3.1.1 Align budget planning, allocation, and management with EvCC's Strategic Plan.
- 3.1.2 Grow foundation support for students by designing, developing, and executing comprehensive annual fundraising campaigns and by ensuring equitable transparent processes for accessing foundation resources.
- 3.1.3 Develop a comprehensive long-term Strategic Enrollment Management and Retention Plan founded in equitable practices, based on regular environmental scans, predictive modeling and targeted investment/program development.

GOAL 3.2: Build institutional capacity for equity and social justice through structures, systems, and processes that promote enfranchisement, inclusivity, and dialogue.

Objectives:

- 3.2.1 Develop, retain, and promote a diverse workforce with the skills and experience to meet the needs of EvCC student communities, especially those disproportionately impacted by systemic racism.
- 3.2.2 Implement shared governance to promote transparency, trust and accountability in the decision-making process.
- 3.2.3 Cultivate expertise and leadership on equity issues across all functions of the institution including instruction, equity, student services, administration, finance, facilities, and human resources.

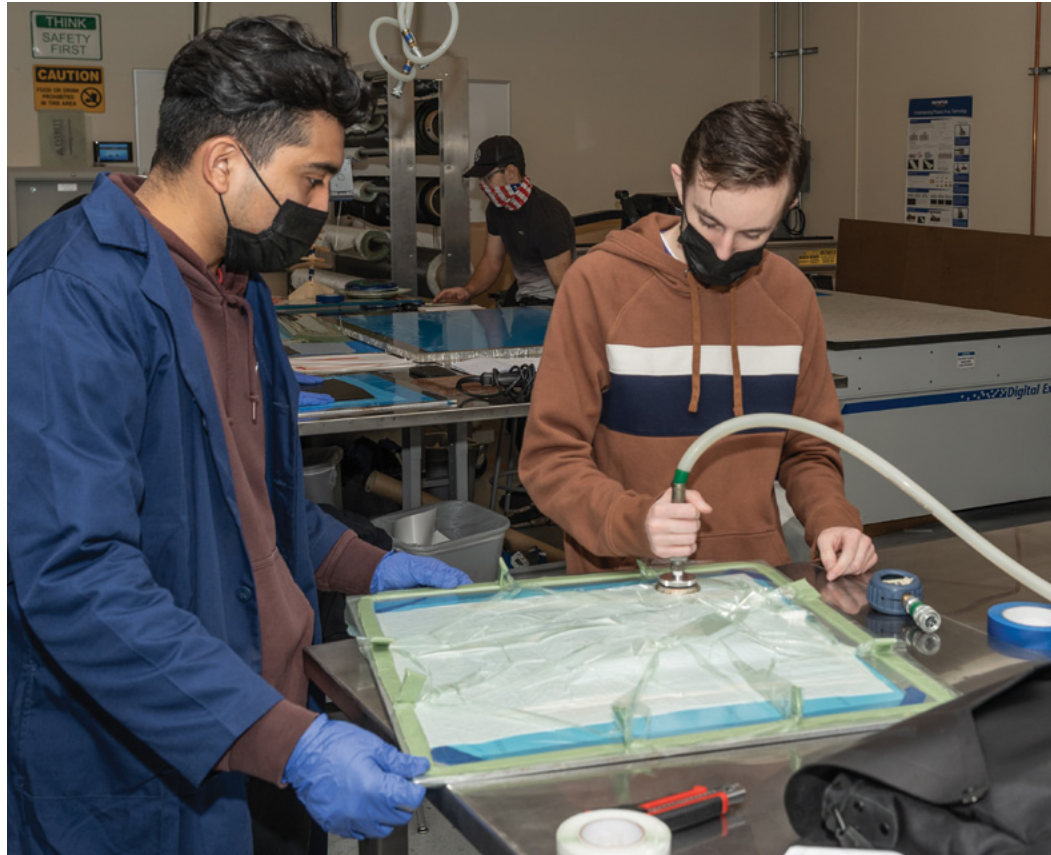
PRIORITY 4: CAREER- CONNECTED

Everett Community College develops equitable educational opportunities leading directly to the attainment of student aspirations, career mobility, strengthened partnerships, and community vitality.

GOAL 4.1: Develop curricular and co-curricular experiences that support career-connectedness.

Objectives:

- 4.1.1 Incorporate work-based and experiential learning opportunities into every Pathway at EvCC (e.g. prior learning experience/assessment, pedagogies such as course-based undergraduate research experiences, internships, externships, clinical, practicums, capstones projects, and portfolios.).
- 4.1.2 Improve program offerings/programs for students to ensure they are reflective of local/regional needs and emerging trends.
- 4.1.3 Formalize co-curricular learning process(es) and advertise process(es) for all students to know and utilize.



Top: Students working in EvCC's AMTEC Composites class

Bottom: Melissa Parker, who graduated from EvCC in 2015 with her associate degree in nursing, is now an in-patient hospice nurse at Providence Regional Medical Center.



STRATEGIC PLANNING CORE TEAM

Lisa Corner, Executive Assistant Equity & Social Justice

Dr. Phyllis Esposito, VP Diversity, Equity & Inclusion

Mike Nevins, Faculty, Mathematics/STEM & Health Professions Division

Sharon Ralston, Executive Assistant, Instruction

Dr. Barbara Rodriguez, President Academic Quality Consulting

Andrew Santos, Program Manager, Outreach and HS programs

Hannah Williams, Student Representative-ASB President (former)

WORK GROUP

Baydaa Alshatee, Student-ASB President

Dr. Joyce Belcher, Dean of STEM and Health Professions

Lindsey Frallic, Grants Director

Bonnie January, Data Consultant

Dr. Cathy Leaker, VP of Instruction

Timm Lovitt, AVP for Professional Technical Education

Dr. Heather Mayer, Interim Associate Dean Center for Transformative Teaching and Learning

Neal Parker, Director of Institutional Research

Katherine Schiffner, Director of Public Relations, Marketing and Communications

Extended Leadership Team

Michael Bowers, Director of Housing

Shelby Burke, VP of Finance

Herman Calzadillas, Dean of AMTEC

Kesia Cenicerros, Associate Dean TRIO Student Support Services

Lynn Deeken, Dean Arts, Learning Resources & Pathways

Laurie Franklin, Interim VP of Student Services

Sindie Howland, CTCLink Project Manager

Katie Jensen, Dean of Transitional Studies

Eugene McAvoy, Dean of Communications & Social Sciences

Kristen McConaha, Executive Director of Corporate and Continuing Education

Linda Nichols, Director of HR Classified Staff

Dr. John Olson, Executive Director Government & Community Relations

Timothy Rager, Executive Director of Information Technology

Jennifer Rhodes, Dean of Student Development

Karl Ritter Smith, Interim Dean Enrollment Services, Registrar

Joseph Whalen, VP Human Resources

BOARD OF TRUSTEES AND PRESIDENT

Trustees

- **Toraya Miller**, Chair
- **Dr. Betty Cobbs**, Past Chair
- **Bob Bolerjack**, Vice-Chair
- **Jerry Martin**
- **Mike Deller**
- **Kelly Shepherd**

President

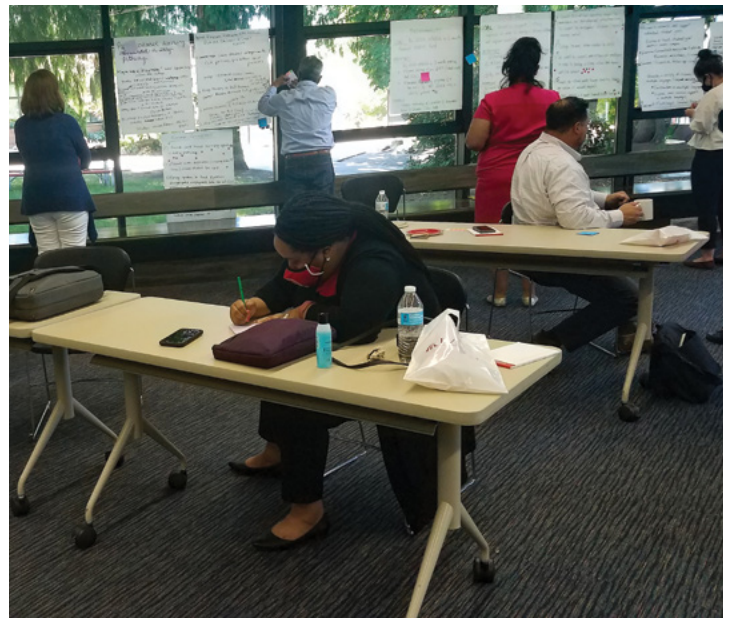
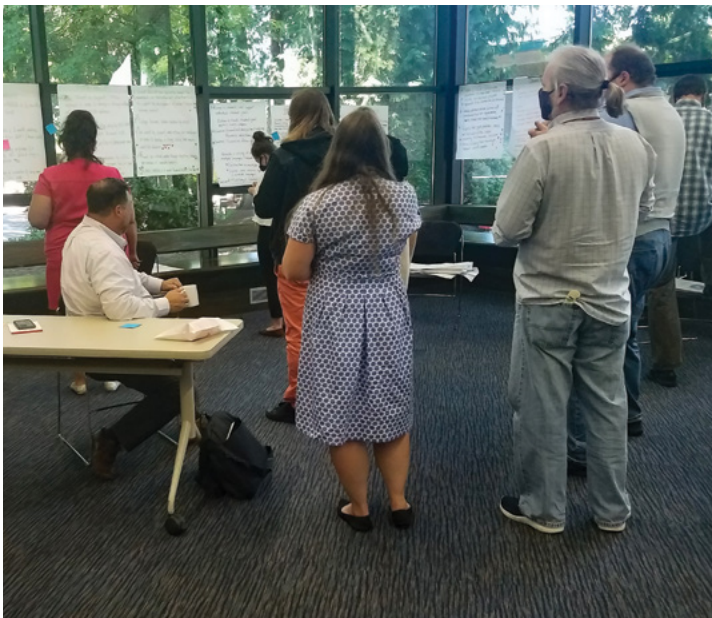
Daria J. Willis, Ph.D.

OUR PLANNING PROCESS

In November 2020, EvCC President Dr. Daria Willis launched the start of the planning process for the college's new 5-year strategic plan. A six-member Core Strategic Planning Team including EvCC faculty, staff, administrators and student leadership led and coordinated the development of the plan. The Core Team worked with a consultant, who developed a timeline and an internal communication plan. The plan consisted of a three-phase approach to guide the team's efforts. The plan and the timeline were reviewed in November by the president's Executive Leadership team and EvCC's Board of Trustees. In early December, the consultant facilitated discovery meetings with the leadership and extended leadership teams, and an analysis of these sessions identified four campus-wide priorities.

From late January through mid-February, the Core Team developed descriptors for each priority. The team refined that work using feedback and input gathered from internal and external stakeholders between March and May 2021. A campus-wide survey and an engagement session one of three provided a platform for internal stakeholders to contribute to the process. External stakeholders participated in three additional engagement sessions. Stakeholder groups included: EvCC employees, students, the Board of Trustees, school districts, community organizations, city officials, community members, and non-profit organizations.

Over the summer, the consultant compiled the engagement session and survey data and provided the core team with concept maps for analysis and discussion to further develop the plan. Following the distillation of data and work to incorporate feedback into the definition of the four priorities, the extended leadership team held a retreat to identify goals, objectives, and an implementation strategy. Opening Week created space for EvCC employees to learn about the Core Team's progress, and in early October, three student-centered engagement sessions were held to gain input and feedback on the proposed goals and objectives. The Leadership and Extended Leadership Teams then met with the Core Team to review the findings from students' insight and discuss proposed changes to the college's mission, vision, and values. The campus community was invited to select a new vision statement for the college in mid-October via a campus-wide survey. The Board of Trustees held an October study session to review the goals and objectives resulting in clear direction to develop measurable performance indicators using disaggregated data. The final plan was submitted to the Board of Trustees on December 14, 2021 for formal review and approval.



Strategic Planning Core Team meeting with leadership and extended leadership teams in early October, 2021.



[EverettCC.edu/StrategicPlan](https://www.everettcc.edu/StrategicPlan)



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