



GIA STRATEGIC PLAN

GIA TOGETHER



*Working Together for Inland
Educational & Economic Success*



GROWING INLAND ACHIEVEMENT IS A REGIONAL, COLLECTIVE IMPACT ORGANIZATION THAT WORKS TO ACHIEVE EDUCATIONAL AND ECONOMIC EQUITY. WE RESEARCH ISSUES AND OPPORTUNITIES, RESOURCE INNOVATIONS AND SOLUTIONS, AND CONNECT DIVERSE STAKEHOLDERS TO TRANSFORM THE INLAND EMPIRE THROUGH EDUCATION.

OUR MISSION

OUR VISION



BY 2035, SAN BERNARDINO AND RIVERSIDE COUNTIES WILL BE WIDELY
RECOGNIZED FOR OUR WELL-EDUCATED WORKFORCE, THRIVING COMMUNITIES,
AND VIBRANT ECONOMY THAT CREATE PROSPERITY FOR ALL.

OUR VALUES

TRANSFORMATIVE

WE ARE PASSIONATELY COMMITTED TO TRANSFORMATION IN THE INLAND EMPIRE. WE ACTIVELY STRIVE TO IMPROVE SOCIAL MOBILITY AND ECONOMIC PROSPERITY FOR ALL PEOPLE WHO LIVE AND WORK IN THE REGION THROUGH EDUCATIONAL ATTAINMENT.

INNOVATIVE

WE EMPLOY CURIOSITY AND COURAGE IN OUR WORK. WE KNOW BOLD, INNOVATIVE THINKING IS NECESSARY TO IDENTIFY GREATER SYSTEMS EFFICIENCY AND SOLVE LONGSTANDING REGIONAL CHALLENGES.

STUDENT-CENTERED

WE APPROACH OUR EFFORTS TO IMPROVE EDUCATIONAL ATTAINMENT IN THE INLAND EMPIRE WITH A SENSE OF EMPATHY AND HUMILITY, RECOGNIZING THAT ALL CURRENT AND FUTURE STUDENTS ARE AT THE HEART OF THAT WORK. WE STRIVE TO CREATE A CULTURE OF HIGH EXPECTATIONS FOR OURSELVES AND FOR OUR DIVERSE REGION.

EQUITY-FOCUSED

WE ARE DEDICATED TO EDUCATIONAL EQUITY. WE ACKNOWLEDGE THAT SOCIETAL INEQUITIES UNDERMINE ACHIEVEMENT FOR BLACK, LATINX, AND POVERTY-AFFECTED POPULATIONS IN THE REGION, AND WE USE A DATA-DRIVEN APPROACH TO WORK TOWARD EDUCATIONAL EQUITY.

COLLABORATIVE

WE ARE TRANSPARENT AND INCLUSIVE IN OUR ROLE AS A COLLECTIVE IMPACT ORGANIZATION. WE EARN RESPECT AS A TRUSTWORTHY INTERMEDIARY, CULTIVATING RELATIONSHIPS, BUILDING NETWORKS, AND INSPIRING MEANINGFUL COORDINATION.



REGIONAL GOALS



INCREASE EDUCATIONAL ATTAINMENT, WITH SPECIFIC EMPHASIS ON ACCELERATING SUCCESS FOR HISTORICALLY MARGINALIZED STUDENT GROUPS.

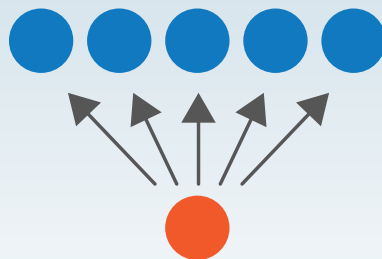
FOSTER AN EFFICIENT, HIGH-QUALITY EDUCATION SYSTEM THAT CREATES EQUITABLE ACCESS FOR ALL STUDENTS.

BUILD EQUITABLE STRUCTURES IN EDUCATION TO ERADICATE SYSTEMIC RACISM.

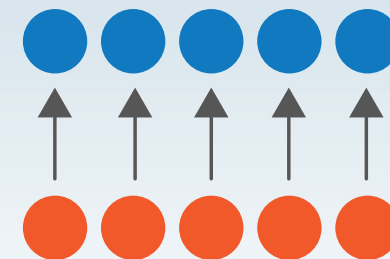
FUEL A ROBUST FUTURE ECONOMY THAT INCREASES EQUITABLE CAREER OPPORTUNITIES AND EMPLOYMENT.

ELIMINATE THE CHASMS IN WEALTH, INCOME, AND POVERTY RATE WHICH DISPROPORTIONATELY AFFECT PEOPLE OF COLOR.

STRATEGIES: CROSS-CUTTING VS. GOAL-SPECIFIC



CROSS-CUTTING STRATEGIES ARE BROAD, LARGE-SCALE STRATEGIES THAT MAP TO AND SUPPORT ALL ORGANIZATIONAL GOALS.



GOAL-SPECIFIC STRATEGIES ARE CLEAR-CUT STRATEGIES THAT PAIR PRECISELY WITH AN INDIVIDUAL GOAL.

GOAL-SPECIFIC STRATEGIES



DEVELOP AN AGENDA FOR TRANSFORMATION AT SCALE TO PRIORITIZE, PROMOTE, AND SUPPORT IMPLEMENTATION OF THE MOST EFFECTIVE POSTSECONDARY REFORMS.



IDENTIFY AND WORK TOWARD ELIMINATING BARRIERS AT KEY P-20 TRANSITION POINTS.



ASSIST EDUCATIONAL INSTITUTIONS IN EVALUATING AND IMPROVING THEIR STRUCTURES WITH AN EQUITY LENS.



PARTNER WITH ECONOMIC DEVELOPMENT ORGANIZATIONS TO ALIGN HUMAN CAPITAL AND TALENT DEVELOPMENT TO A UNIFIED ECONOMIC DEVELOPMENT STRATEGY.



EXPAND THE AVAILABILITY AND AWARENESS OF FINANCIAL RESOURCES AND BASIC NEEDS SUPPORTS FOR STUDENTS.

CROSS-CUTTING STRATEGIES



DEVELOP A ROBUST POLICY AGENDA TO ADVOCATE FOR STATE, SYSTEM, AND INSTITUTIONAL POLICY CHANGES IN SUPPORT OF GIA'S VISION, MISSION, AND GOALS.

EQUIP STUDENT ADVOCATES, COUNSELORS, AND ADVISORS WITH TOOLS AND RESOURCES TO EQUITABLY AND SUCCESSFULLY SERVE THE DIVERSE STUDENT POPULATION IN THE IE.

DEVELOP A ROBUST RESEARCH AGENDA TO SURFACE AND SHARE INFORMATION THAT WILL SUPPORT GIA'S VISION, MISSION, AND GOALS.

FOCUS INTENTIONAL EFFORTS ON RECRUITING AND SUPPORTING ADULT STUDENTS, BOTH FOR RESIDENTS WITH SOME COLLEGE AND NO CREDENTIAL AND THOSE WHO HAVE NEVER ATTENDED A POSTSECONDARY INSTITUTION.

ELEVATE AND MAGNIFY THE VOICES AND EXPERIENCES OF STUDENTS FROM HISTORICALLY MARGINALIZED GROUPS, RELATING TO THEIR K-12 AND POSTSECONDARY EXPERIENCES, CAREER SUCCESS, AND OVERALL ECONOMIC VITALITY.

MEASURING PROGRESS TOWARD GOALS

In consultation with cross-sector regional professionals (GIA Data ANT) and Student-Ready Strategies, GIA selected a set of metrics to assess large-scale progress toward the new organizational goals. Targets for regional metrics will be aligned with system targets including CSU GI 2025, UC 2030, and CCC Vision for Success, and other targets are being developed in synchronization with ANTs. These conversations also resulted in the discussion of specific areas of inquiry that will inform GIA's research agenda over the next five years.



PERSISTENCE 1ST TO 2ND TERM
GATEWAY COURSE COMPLETION FIRST YEAR
CREDITS COMPLETED PER TERM
TRANSFER FROM COMMUNITY COLLEGE TO 4-YEAR PROGRAM
COLLEGE GRADUATION
POSTSECONDARY DEGREE ATTAINMENT



CHRONIC ABSENTEEISM
SUSPENSION
RETENTION (YEAR OVER YEAR)
ATTENDANCE INTENSITY (FULL/PART TIME)
DISAGGREGATION OF ALL OTHER METRICS



HIGH SCHOOL GRADUATION
A-G ELIGIBILITY
CCI "PREPARED"
SMARTER BALANCED SUMMATIVE ASSESSMENTS
(3RD GRADE ELA, 8TH & 11TH GRADE MATH)
FAFSA COMPLETION
COLLEGE-GOING
TIME TO DEGREE
CREDITS TO DEGREE/TRANSFER



PROJECTED JOB OPENINGS PAYING A LIVING WAGE
JOBS REQUIRING A DEGREE/CREDENTIAL



MEDIAN HOUSEHOLD INCOME
POVERTY
FOOD INSECURITY
COST-BURDENED HOUSEHOLDS
HOMEOWNERSHIP

NOTE: WHERE POSSIBLE AND RELEVANT, METRICS WILL BE DISAGGREGATED BY RACE/ETHNICITY AND OTHER KEY ECONOMIC & SOCIAL DIMENSIONS.

DEVELOP A ROBUST POLICY AGENDA FOR STATE, SYSTEM, AND INSTITUTIONAL POLICY CHANGES IN SUPPORT OF GIA'S VISION, MISSION, AND GOALS.

- Proactively consult with the GIA Board, the ANTs, and other stakeholders to pinpoint annual areas of policy focus and specific policy barriers.
- Gather intelligence across the network on policies relevant to selected areas of focus in the Inland Empire, the state of California, and nationwide.
- Broadly advocate for changes by participating in the legislative process, engaging the network, and making the case through communications channels.
- Support institutions in evaluating their own policies that are relevant to the areas of focus.

Sample Areas of Focus: Higher Education Funding, Digital Device Access, A to G Curriculum, On-Time College Graduation, Insufficient Institutional Capacity for student demand



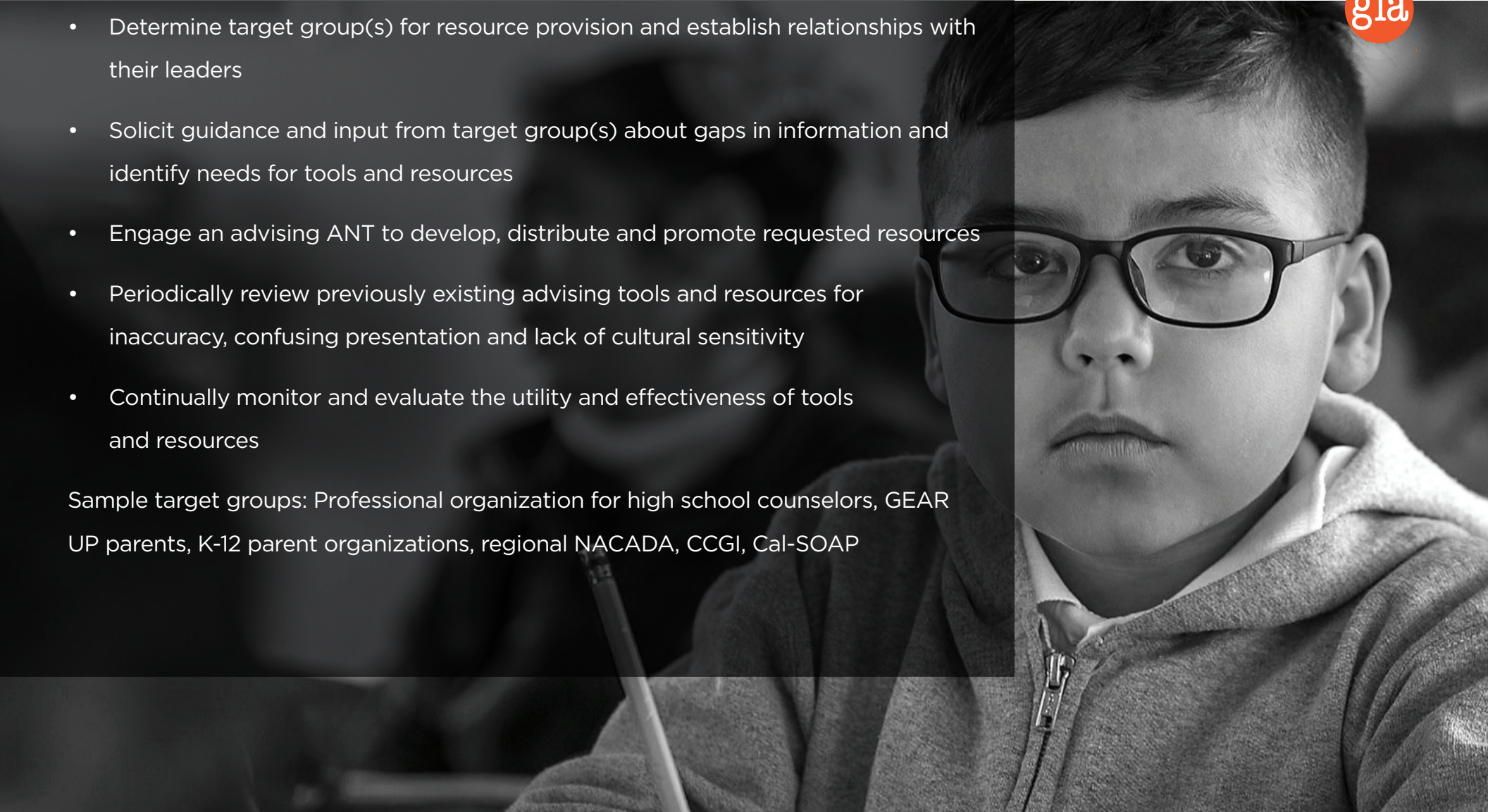
STRATEGIES AND TACTICS

STRATEGIES AND TACTICS

EQUIP STUDENT ADVOCATES, ADVISORS, AND COUNSELORS WITH TOOLS AND RESOURCES TO EQUITABLY AND SUCCESSFULLY SERVE THE DIVERSE STUDENT POPULATION IN THE INLAND EMPIRE.

- Determine target group(s) for resource provision and establish relationships with their leaders
- Solicit guidance and input from target group(s) about gaps in information and identify needs for tools and resources
- Engage an advising ANT to develop, distribute and promote requested resources
- Periodically review previously existing advising tools and resources for inaccuracy, confusing presentation and lack of cultural sensitivity
- Continually monitor and evaluate the utility and effectiveness of tools and resources

Sample target groups: Professional organization for high school counselors, GEAR UP parents, K-12 parent organizations, regional NACADA, CCGI, Cal-SOAP



STRATEGIES AND TACTICS

DEVELOP A ROBUST RESEARCH AGENDA TO SURFACE AND SHARE INFORMATION THAT WILL SUPPORT GIA'S VISION, MISSION, AND GOALS.

- Monitor established metrics for GIA's formal goals and maintain a highly visible progress dashboard
- Craft annual research questions relevant to policy areas of focus, ANT tactical plans, staff annual work plans, transformation agenda, and other organizational needs
- Become experts on existing research relevant to research questions
- Identify internal methods, external partners, and data systems like the Postsecondary
- Data Partnership to answer research questions
- Establish a publication, promotion, and advocacy strategy to distribute the research

SAMPLE RESEARCH QUESTIONS:

- *What is the relationship, if any, between A through G completion and college persistence?*
- *What regional programs focused on historically marginalized student groups are most effective?*
- *Is there a correlation between zip code and educational attainment level?*
- *What is the probability that Black and Latinx males will obtain good and promising jobs?*



STRATEGIES AND TACTICS

FOCUS INTENTIONAL EFFORTS ON RECRUITING AND SUPPORTING ADULT STUDENTS, BOTH FOR RESIDENTS WITH SOME COLLEGE AND NO CREDENTIAL AND THOSE WHO HAVE NEVER ATTENDED A POSTSECONDARY INSTITUTION.

- Cultivate resources and funders to support a large-scale adult re-engagement effort
- Establish relationships with employers as partners in distributing key messages, providing tuition support, and incorporating education in human resources processes
- Utilize the Adult and Professional Education ANT to assist with guidance and support for institutions to reorient or transform programming to serve adult students
- Coordinate a regional campaign to promote and distribute key messages to the adult population
- Continuously monitor and evaluate adult attainment



STRATEGIES AND TACTICS

ELEVATE AND MAGNIFY THE VOICES AND EXPERIENCES OF STUDENTS FROM HISTORICALLY MARGINALIZED GROUPS, RELATING TO THEIR K-12 AND POSTSECONDARY EXPERIENCES, CAREER SUCCESS, AND OVERALL ECONOMIC VITALITY.



- Develop topic areas for student stories that relate to GIA's strategies, particularly the policy and research agendas
- Leverage ANTs and establish relationships with communications professionals and student groups to identify compelling students to highlight
- Work with community organizations to gain additional perspective about students' needs and challenges
- Broadly share student stories through intentional cross-channel campaigns, utilizing print, social media, and targeted promotion
- Infuse student stories into research and policy documents and other organizational publications

STRATEGIES AND TACTICS

DEVELOP AN AGENDA FOR TRANSFORMATION AT SCALE TO PRIORITIZE, PROMOTE, AND SUPPORT IMPLEMENTATION OF THE MOST EFFECTIVE POSTSECONDARY REFORMS.



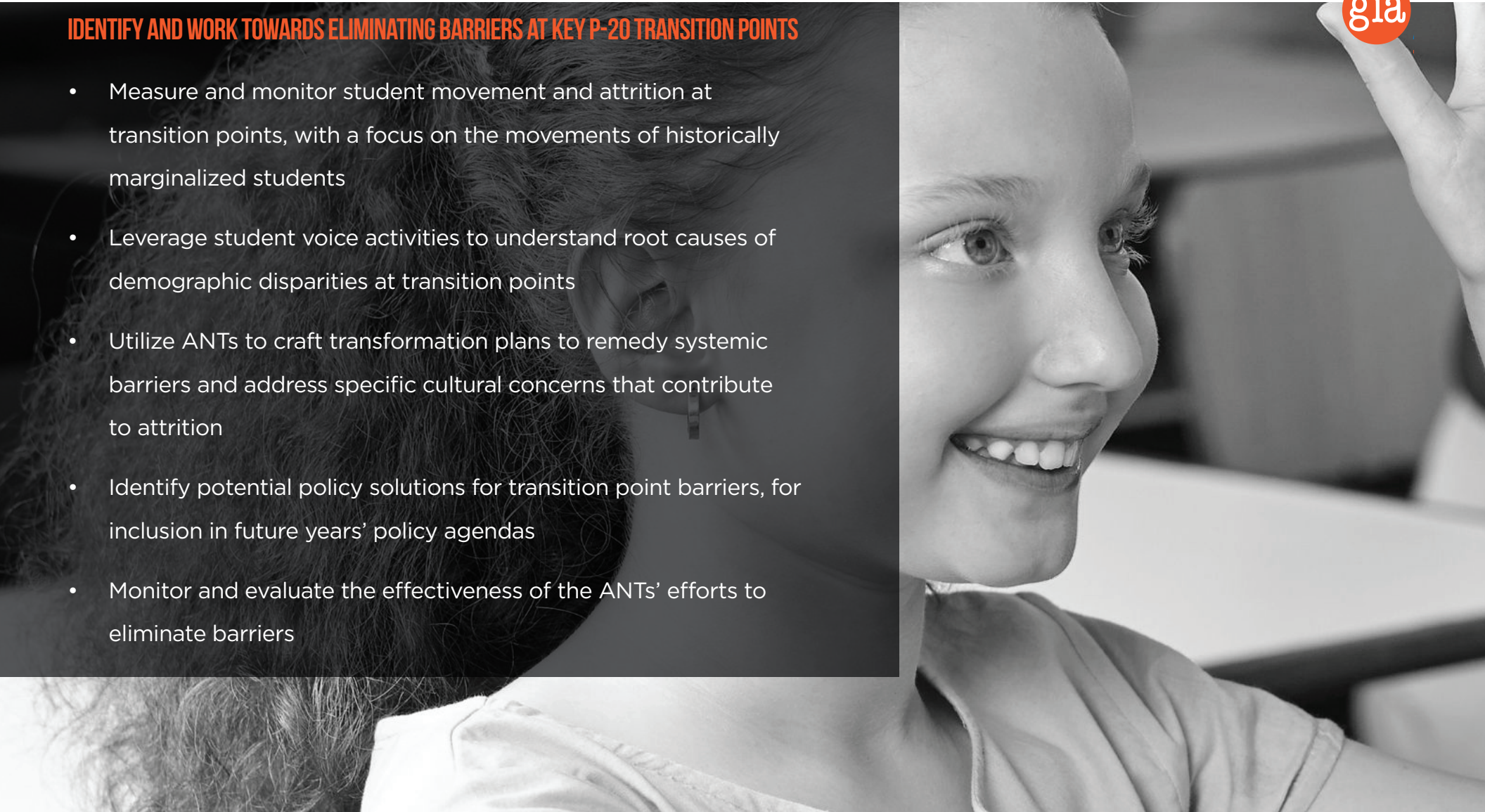
- Assist educational institutions in finding their unique areas for transformation and prioritizing reforms to address them
- Deploy robust technical assistance for the scaling of guided pathways and other evidence-based, completion-focused solutions
- Secure philanthropic, government, and community resources to support transformation efforts
- Utilize ANTs to promote and support transformation efforts, related to each ANT's focus.
- Incentivize institutions to accelerate progress through awards, sub-grants, and public recognition
- Monitor and evaluate the effectiveness of transformation efforts with an intentional focus on fidelity of implementation and disaggregated student outcome data



STRATEGIES AND TACTICS

IDENTIFY AND WORK TOWARDS ELIMINATING BARRIERS AT KEY P-20 TRANSITION POINTS

- Measure and monitor student movement and attrition at transition points, with a focus on the movements of historically marginalized students
- Leverage student voice activities to understand root causes of demographic disparities at transition points
- Utilize ANTs to craft transformation plans to remedy systemic barriers and address specific cultural concerns that contribute to attrition
- Identify potential policy solutions for transition point barriers, for inclusion in future years' policy agendas
- Monitor and evaluate the effectiveness of the ANTs' efforts to eliminate barriers



STRATEGIES AND TACTICS



ASSIST EDUCATIONAL INSTITUTIONS IN EVALUATING AND IMPROVING THEIR STRUCTURES THROUGH AN EQUITY LENS

- Supply institutions with external evaluation to identify inequitable policies and processes and assess the diversity of institutions' faculty and staff
- Utilize Equity ANT to create awareness around inequitable policies and processes and coordinate peer-to-peer support to enact changes
- Incentivize and resource regional institutions to provide information and train students, faculty, administrators, and staff on systemic racism and implicit bias
- Educate the region about growth mindset and asset-based language and demonstrate these principles through GIA communication
- Monitor and evaluate the effectiveness of all equity-focused interventions

STRATEGIES AND TACTICS

PARTNER WITH ECONOMIC DEVELOPMENT ORGANIZATIONS TO ALIGN HUMAN CAPITAL AND TALENT DEVELOPMENT TO A UNIFIED ECONOMIC DEVELOPMENT STRATEGY.

- Establish and maintain relationships with the economic development organizations in the region to facilitate the flow of information between postsecondary and workforce
- Translate postsecondary enrollment and degree production data into business-focused communication about talent development and opportunity
- Use partner intelligence about emerging industries and careers to inform tools developed for student advocates, advisors and counselors
- Identify shortages in postsecondary programming for workforce-aligned fields and assist institutions in expanding offerings
- Engage ANTs to identify opportunities to reach historically marginalized student groups and provide them with information and advice about good and promising jobs



STRATEGIES AND TACTICS

EXPAND THE AVAILABILITY AND AWARENESS OF FINANCIAL RESOURCES AND BASIC NEEDS SUPPORT FOR STUDENTS.

- Work with the advising and financial aid ANTs to publicize and expand availability of federal and state aid, emergency grants, and scholarships
- Deploy robust communications articulating the importance of FAFSA completion and encourage high schools and other organizations to offer FAFSA workshops
- Inventory available basic needs supports and curate actionable information for students and families
- Promote, monitor, and evaluate the utility and effectiveness of the IEStudents.org website

