1. **System Direction Goal:** Champion equity, diversity, and inclusion in order to maximize student potential and transform lives within a culture of belonging that advances racial, social, and economic justice in service to our diverse communities.

2. **System Direction Goal**: Implement Guided Pathways philosophy and essential practices focusing on closing equity gaps and increasing persistence and completion for all students

3. **System Direction Goal:** Embed strategic enrollment management principles to increase access, retention, and completion of all students.

System Direction Goal: Champion equity, diversity, and inclusion in order to maximize student potential and transform lives within a culture of belonging that advances racial, social, and economic justice in service to our diverse communities		
ACC Objective	**Planned Strategies**	**Intended outcomes**
1. To advocate for stronger research and practice of culturally inclusive theories and approaches to advising and counseling.	Facilitate racial / equity-minded training and professional development at ACC meetings. Focus on: ● Culturally inclusive and anti-racist theories/practices of Advising and Counseling. ● Learning about the student experience from students of color	Increase system-wide awareness and practice of effective Advising and Counseling interventions.
2. To dismantle systems of oppression within Higher Education, specifically as it relates to Advising and Counseling practices.	Identify processes and policies within the SBCTC system that disproportionately impact students of color Examine advising and counseling practices (delivery of services, hiring,	Make recommendations to WSSSC and appropriate governing bodies to update policies/processes/practices in our system. Develop networking and leadership opportunities for staff of color

	mentoring) through the lens of racial equity Identify systems of support for advising and counseling staff and administrators of color - pipelines to leadership	

System Direction Goal: Implement Guided Pathways philosophy and essential practices focusing on closing equity gaps and increasing persistence and completion for all students		
ACC Objective	**Planned Activities**	**Intended outcomes**

1. ● Improve system-wide design and implementation of Guided Pathway's essential practices pertinent to Advising and Counseling:
   o Clarify paths (Intake, Mapping)
   o Help students get on a path (Intake, Mapping)
   o Help students stay on a path (Technology, Advising, Progress monitoring, Interventions/Redirecting)
	● Facilitate trainings, provide updates and share best practices on Guided Pathways at ACC meetings.	● Increased awareness and understanding about GP model and A/C's role in scaling up essential practices.

2. ● Continue to research, discuss and evaluate advising models through the lens of equity and student persistence and completion	● Discuss promising practices, campus impacts, and student outcomes on advising models at ACC meetings (including recommended caseload ratios,	Evaluate advising model changes needed and impacts across all student groups.

		ROI for budget requests, addressing capacity, student communication, data, and technology supports ● Bridge new connection with MSSDC through joint meetings in 2020/21 to collaborate on addressing equity gaps, promote DEI in new advising models that form through Guided Pathways	Improved cross-council collaborations on tackling system-wide issues, including student goal identification and pathway choice and equity gaps within persistence and completion
3.	● Research best practices for addressing the needs of students encountering academic, financial and personal obstacles to achievement through the use of Holistic Student Supports model	● Facilitate trainings within ACC meetings on design and delivery of Holistic Student Supports, utilizing tools such as the ATD framework and Guided Pathways scale of adoption rubric ● Increase collaborations with community-based organizations through trainings and participation at ACC meetings to improve student access to food, housing, emergency funding and connections ● Continue discussions between academic advising and counseling services on the training opportunities and	● Increased awareness of HSS framework – including design, implementation and measurement of impact ● Improved understanding of barriers (and their impact to academic persistence and completion) facing students in relation to accessing food, housing, transportation, childcare, counseling, and emergency funds

	delivery of Mental Health First Aid	

System Direction Goal: Embed strategic enrollment management principles to increase access, retention, and completion of all students.			
	ACC Objective	**Planned Activities**	**Intended outcomes**
1.	Identify best practices in strategic enrollment management as it relates to Advising and Counseling.	• Examine Advising and Counseling models particularly in light of remote work, racial equity, staffing, funding, and SEM strategies.	• Improved practices that narrow achievement gaps and improve access, retention, and completion of all students.
2.	• Measuring advising's impact on enrollment, persistence and completion specifically through closing equity gaps	• Explore methods for measuring advising and counseling impact on access, persistence and completion including its impact on closing equity gaps • Development of measurable learning outcomes for advising and counseling services • Dissemination and ACC discussions on use of CAS standards and guidance from the National Academic Advising Association (NACADA) to	• The identification of effective assessment practices and tools to measure advising's impact on enrollment and persistence and completion –including methods for disaggregating the data to identify equity gaps. • Make recommendations regarding advising assessment practices to WSSSC.

		evaluate advising models/programs	