

## Communication and Literacy Infrastructure Building at Georgia Gwinnett College

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During the initial G2C rollout at Georgia Gwinnett College (GGC), key partners for enacting pedagogical interventions were easily identifiable and on-boarded, but cross-functional area involvement and literacy were harder to achieve because of inconsistent messaging. We established two goals for improving and sustaining project productivity: 1. Renew buy-in from key campus partners and 2. Increase institutional literacy about the initiative. Through a combination of promotional presentations, regularized communication pathways, and identification of synergies between G2C and ongoing initiatives among stakeholders, a new cultural framework around G2C was created.

**campus partners; and 2. Increase institutional literacy about the initiative.** We approached both of these goals as opportunities for infrastructure building at GGC. We knew that infrastructure would require clearly defined, regularized communication and reporting within our core team, as well as systematic communication and reporting out to the broader campus community. Standardizing our communication culture was a first step toward addressing another challenge for fast-growing institutions like ours – a proliferation of often overlapping initiatives. The more we reported (in and out), the more we would find existing resources to leverage, we hypothesized. Finally, we hoped the increased visibility that comes from a solid communication infrastructure, as well as the increased efficiencies from finding synergies, would afford us opportunities to advocate for more resources in recognition of our key partners’ hard work in the service of our students’ success in gateway courses. These communication and literacy goals were intended to increase enfranchisement and investment in the initiative throughout the college. In so doing, they would improve data literacy about the equity gaps in our target courses, while more widely promoting and disseminating existing High-Impact Practices (HIPs) and interventions.

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Our approach to ensuring buy-in engaged different levels of the organization and stakeholders with diverse perspectives. Firstly, we wanted to elevate G2C work in visibility and significance with campus leadership. Secondly, we wanted course coordinators to have full backing of disciplinary colleagues, which required greater transparency about the nature and goals of G2C. To the first end, we secured small stipends for coordinators, along with a Provost memo indicating that the leadership work for G2C should earn the principals full credit for service as a component of annual reviews. We reinforced coordinators' leadership expectations with monthly meetings and a clear reporting structure. To the second end, we undertook a "G2C roadshow," visiting faculty and leadership meetings. We kept our presentations brief, providing an overview of the Gardner Institute, the goals of G2C, and the efforts underway in our intervention classes. Our walk-through of the institutional inventory data invariably was the most productive part of our visits, resulting in many attendees asking for their own access. In effect, we were able to demonstrate the data-based ethos of the project, spark constituents' curiosity, promote involvement, and alleviate some initial fatigue via clear demonstration of utility and grounding principles. To both of these ends, we worked with our course coordinators to thoroughly workshop the JNGI Key Performance Indicators (KPIs) for each course, at the same time that we created an exhaustive inventory of student success initiatives across the college. This thorough effort in both areas allowed us to leverage already-existing initiatives as shared areas for improvement.

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of our G2C courses) and GGC 1000 First-Year seminar sections participated in the pre-/post- USG mindset surveys. GGC 1000 and learning support Math and English instructors accessed materials on academic growth mindset through the USG's partnership with Motivate Labs. Many GGC 1000 instructors included