



Equity-Centered Strategic Visioning and Planning

Steering Committee Meeting #5

February 1, 2021

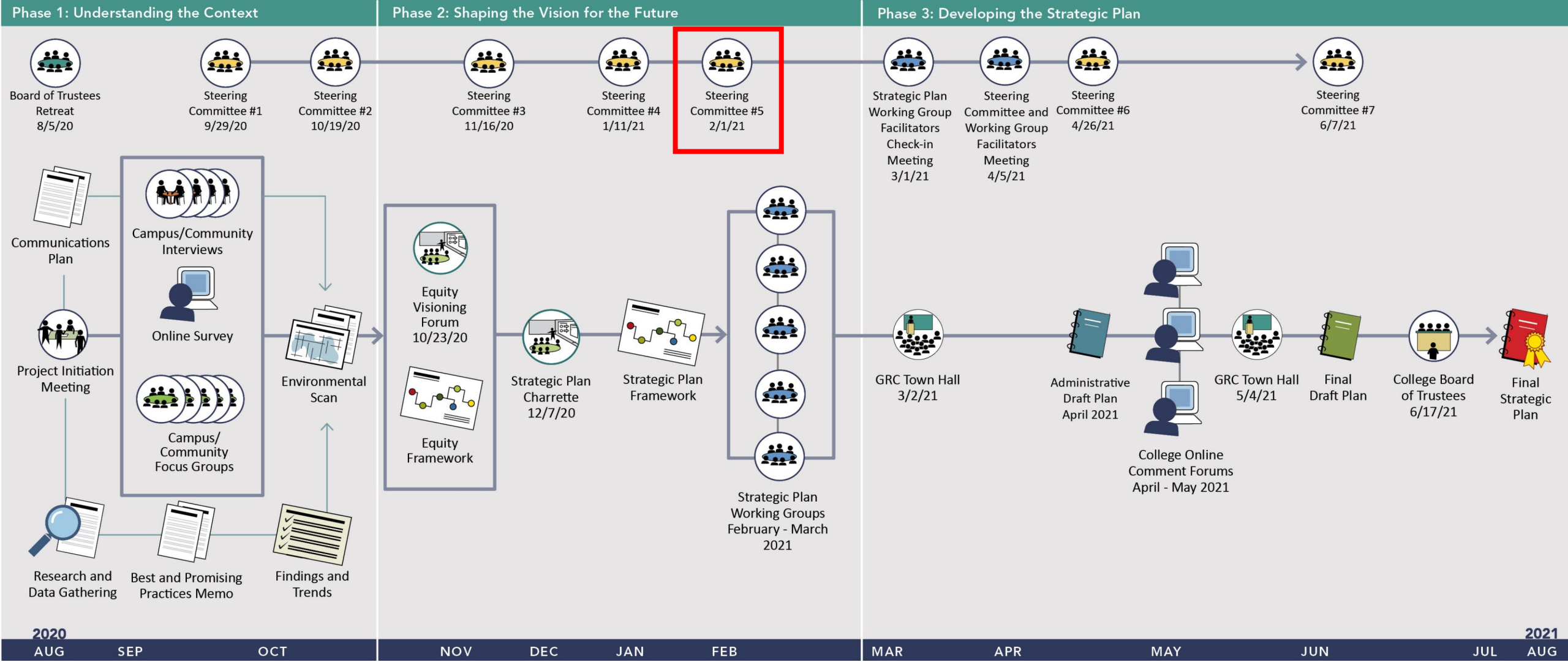
Agenda

- I. Welcome and Introductions
- II. Project Overview – Process Update
- III. Confirm Revised GRC Definition of Equity
- IV. Strategic Plan Development: Working Group Process
- V. Next Steps



Project Overview

Update on Process and Schedule





Confirm Revised Definition of Equity



The Green River College Definition of Equity



(Latest revision incorporating all feedback as of 2/1/2021)

Green River College (GRC) is striving to become an anti-racist institution, ensuring that all students, faculty, and staff receive the access, resources and services they need to achieve their educational, career and personal goals. GRC makes social and economic justice, equity and inclusion our first and foremost priority.

The GRC definition of equity includes, but is not limited to, racial, gender and gender identity, culture, ability and economic status. We understand that individual needs vary widely, and the effects of discrimination and historical oppression must be taken into account while aiming for an equitable opportunity and outcome. All members of the College community are empowered to contribute to this ongoing effort.

Breakout Discussion Questions



- Does this revised Definition of Equity resonate with you?
- Would you suggest any further changes or modifications?



Strategic Plan Development

Working Group Process



GREEN RIVER COLLEGE
FRAMEWORK FOR EQUITY-CENTERED STRATEGIC PLAN



EQUITY STATEMENT / DEFINITION

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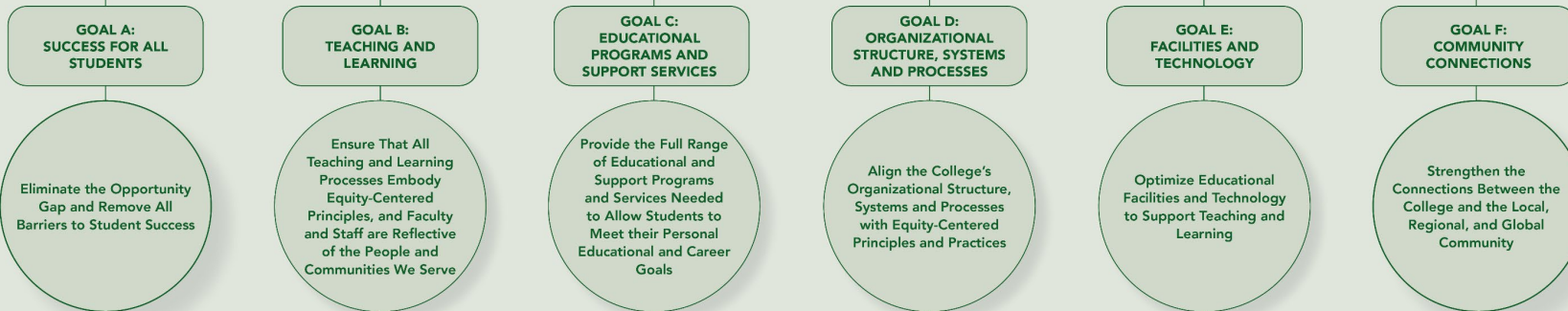
MISSION STATEMENT

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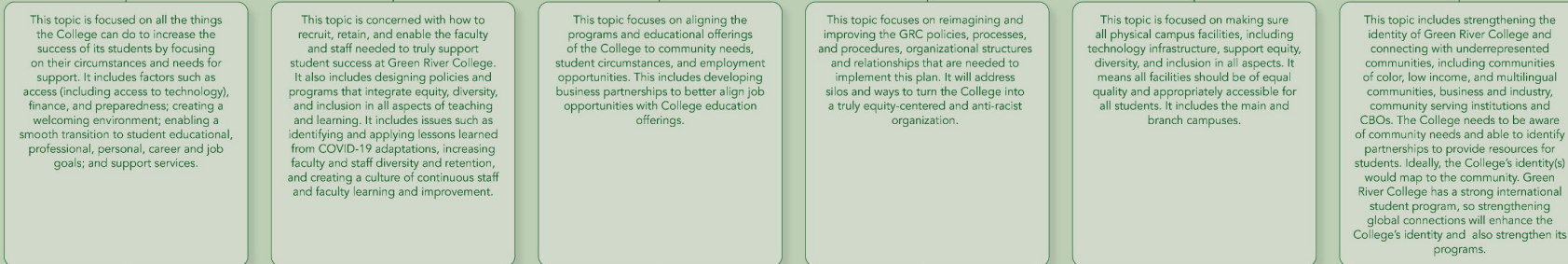
VISION AND VALUE STATEMENTS

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STRATEGIC PLAN GOALS



WORKING GROUP DISCUSSION TOPICS



OBJECTIVES / ACTIONS
(INCORPORATING IDEAS FROM THE
EQUITY VISIONING FORUM AND THE
STRATEGIC PLAN CHARETTE)

[Six empty rounded rectangular boxes for Objectives / Actions, one under each goal column]

WAYS OF DETERMINING SUCCESS

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**GREEN RIVER COLLEGE
FRAMEWORK FOR EQUITY-CENTERED STRATEGIC PLAN**

EQUITY STATEMENT / DEFINITION

MISSION STATEMENT

VISION AND VALUE STATEMENTS

**GOAL A:
SUCCESS FOR ALL
STUDENTS**

**Eliminate the Opportunity
Gap and Remove All
Barriers to Student Success**

This topic is focused on all the things the College can do to increase the success of its students by focusing on their circumstances and needs for support. It includes factors such as access (including access to technology), finance, and preparedness; creating a welcoming environment; enabling a smooth transition to student educational, professional, personal, career and job goals; and support services.

**GOAL B:
TEACHING AND
LEARNING**

**Ensure That All
Teaching and Learning
Processes Embody
Equity-Centered
Principles, and Faculty
and Staff are Reflective
of the People and
Communities We Serve**

This topic is concerned with how to recruit, retain, and enable the faculty and staff needed to truly support student success at Green River College. It also includes designing policies and programs that integrate equity, diversity, and inclusion in all aspects of teaching and learning. It includes issues such as identifying and applying lessons learned from COVID-19 adaptations, increasing faculty and staff diversity and retention, and creating a culture of continuous staff and faculty learning and improvement.

**GOAL C:
EDUCATIONAL
PROGRAMS AND
SUPPORT SERVICES**

**Provide the Full Range
of Educational and
Support Programs
and Services Needed
to Allow Students to
Meet their Personal
Educational and Career
Goals**

This topic focuses on aligning the programs and educational offerings of the College to community needs, student circumstances, and employment opportunities. This includes developing business partnerships to better align job opportunities with College education offerings.

WORKING GROUP D

**GOAL D:
ORGANIZATIONAL
STRUCTURE, SYSTEMS
AND PROCESSES**

Align the College's
Organizational Structure,
Systems and Processes
with Equity-Centered
Principles and Practices

DISCUSSION TOPICS

This topic focuses on reimagining and improving the GRC policies, processes, and procedures, organizational structures and relationships that are needed to implement this plan. It will address silos and ways to turn the College into a truly equity-centered and anti-racist organization.

**GOAL E:
FACILITIES AND
TECHNOLOGY**

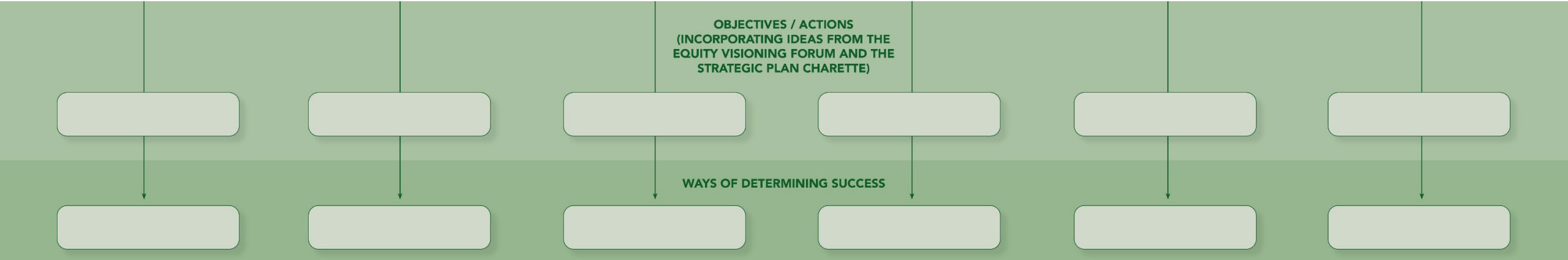
Optimize Educational
Facilities and Technology
to Support Teaching and
Learning

This topic is focused on making sure all physical campus facilities, including technology infrastructure, support equity, diversity, and inclusion in all aspects. It means all facilities should be of equal quality and appropriately accessible for all students. It includes the main and branch campuses.

**GOAL F:
COMMUNITY
CONNECTIONS**

Strengthen the
Connections Between the
College and the Local,
Regional, and Global
Community

This topic includes strengthening the identity of Green River College and connecting with underrepresented communities, including communities of color, low income, and multilingual communities, business and industry, community serving institutions and CBOs. The College needs to be aware of community needs and able to identify partnerships to provide resources for students. Ideally, the College's identity(s) would map to the community. Green River College has a strong international student program, so strengthening global connections will enhance the College's identity and also strengthen its programs.

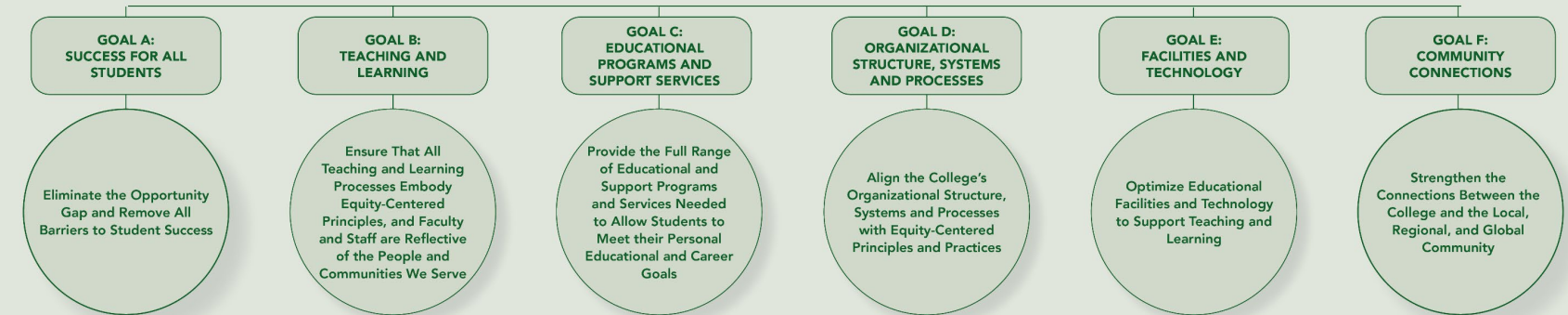


EQUITY STATEMENT / DEFINITION

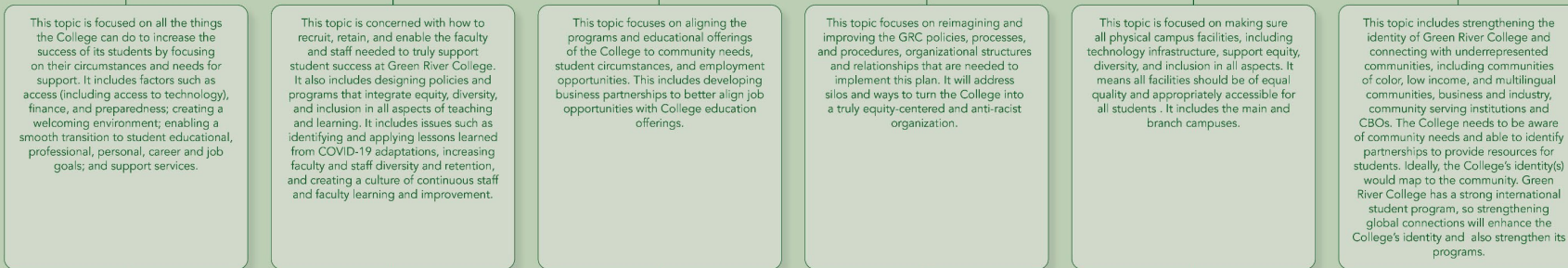
MISSION STATEMENT

VISION AND VALUE STATEMENTS

STRATEGIC PLAN GOALS



WORKING GROUP DISCUSSION TOPICS



OBJECTIVES / ACTIONS
(INCORPORATING IDEAS FROM THE
EQUITY VISIONING FORUM AND THE
STRATEGIC PLAN CHARETTE)

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WAYS OF DETERMINING SUCCESS

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Strategic Plan Goal Statements



GOAL A: SUCCESS FOR ALL STUDENTS	Eliminate the Opportunity Gap and Remove All Barriers to Student Success
GOAL B: TEACHING AND LEARNING	Ensure That All Teaching and Learning Processes Embody Equity-Centered Principles, and Faculty and Staff are Reflective of the People and Communities We Serve
GOAL C: EDUCATIONAL PROGRAMS AND SUPPORT SERVICES	Provide the Full Range of Educational and Support Programs and Services Needed to Allow Students to Meet their Personal Educational and Career Goals
GOAL D: ORGANIZATIONAL STRUCTURE, SYSTEMS AND PROCESSES	Align the College's Organizational Structure, Systems and Processes with Equity-Centered Principles and Practices
GOAL E: FACILITIES AND TECHNOLOGY	Optimize Educational Facilities and Technology to Support Teaching and Learning
GOAL F: COMMUNITY CONNECTIONS	Strengthen the Connections Between the College and the Local, Regional, and Global Community

Working Groups Instructions



- Charter
 - Purpose and Charge
 - Working Group Member Responsibilities and Role Definitions
 - Meeting Management Guidelines and Operating Principles
- Process and Definitions
 - Strategic Plan Definitions and “SMART” Objectives
 - Process and Schedule
- Working Groups Materials
 - Goal, Tasks and Example Objectives
 - Suggested Strategies and Ways of Determining Success

PURPOSE

The Green River College Equity-Centered Strategic Plan Steering Committee is setting up Working Groups to develop the draft of the Strategic Plan. The Working Groups will review, evaluate, and prioritize the ideas and input collected during the outreach process and make recommendations to achieve the Goals identified by the College community.

RESPONSIBILITIES

The specific responsibilities of the Working Groups are to:

- Provide specific recommendations for objectives, action steps, and ways of measuring success for the Green River College Equity-Centered Strategic Plan within the Goal area assigned
- Using results of the Environmental Scan, formulate Strategic Plan recommendations
- Serve as a communication link between the Steering Committee and the various College community groups and agencies that should be included in the process.

ROLE DEFINITIONS

We recommend that each Working Group meeting should have a designated Meeting Facilitator and Meeting Notetaker. Meeting Facilitator and Meeting Notetaker roles are described below:

Meeting Facilitator

- Convenes the Working Group
- Leads and facilitates discussions of the Working Group
- Serves as the spokesperson for the Working Group
- Acts as a liaison with other Working Groups, the Steering Committee Chairs, and the Strategic Plan consultant

Meeting Notetaker

- Effectively communicates the Working Group's comments in writing
- Takes notes at the meeting and produce timely notes following the meeting
- Summarizes the discussion and strategies developed at each meeting
- Distributes summaries to Working Group members, the Steering Committee, and MIG

MEETING MANAGEMENT GUIDELINES

The Equity-Centered Strategic Visioning and Planning Steering Committee Chairs will appoint the members of each Working Group. The Steering Committee will encourage the active participation of a diverse representation of the College Community on the Working Groups.

The Working Groups are encouraged to adopt meeting management guidelines. The list below offers some suggestions, but each Working Group is encouraged to embrace its own process. To uphold the Working Groups purpose and charge, each member is asked to fulfill the following responsibilities:

- Make a commitment to attend Working Groups meetings
- Listen actively to the ideas and opinions expressed by Working Groups members and all members of the community, engage in constructive discussion, and be open to alternative solutions and points of view
- Review and respond to information provided by College community members
- Present the views of constituencies, acknowledging and drawing on the diversity of opinions and outlooks represented
- Inform constituencies and other community members about the Working Groups process
- Adhere to the Working Groups Operating Principles and fully cooperate with this process

Operating Principles

The Working Groups will carry out their charge through a series of regularly scheduled, facilitated meetings. To ensure a useful and productive exchange of information, the Working Groups will conduct their work according to the following operating principles:

- **Foster Trust:** Each interaction committee members engage in must add to the environment of trust within the group.
- **Transparency:** Working Group members will share relevant information and facts to facilitate productive discussion and progress toward mutual goals.
- **Equal Participation:** All participants will agree to provide one another the opportunity to engage in balanced dialogue and presentation on meeting topics and will minimize domination of discussion by allowing time for other speakers.
- **Inclusivity:** Working Group meetings and related activities will be conducted to ensure the ideas and views of all members are considered. This includes an inclusive process to set and design meeting agendas.
- **Respectful Engagement:** Working Group members will show courtesy, honesty, and respect for each other during all communications, especially when giving or receiving contrary opinions as well as positive or negative feedback.
- **Accessibility:** Meetings will be scheduled, and materials will be developed to enhance availability and ensure equal opportunities for participation based on the needs of the Working Group members. All meetings will be open to the College community.
- **Facilitated Meetings:** Each Working Group will identify meeting facilitator(s) who will help the Working Group manage its agendas and enforce the Operating Principles.
- **Meeting Documentation:** Each Working Group will identify recorder(s) to take notes that will be made available on the Strategic Plan Process website.

STRATEGIC PLAN DEFINITIONS



- The **Mission** explains why the College exists and the overall purpose of the College.
- The **Vision** is an aspirational statement describing the College’s ideal future state. The vision statement describes what success will look and feel like.
- **Values** are the core principles by which the College will carry out the mission. They define the basic attributes and beliefs that shape and guide College decision-making and provide ways of choosing among competing priorities.
- **Goals** are broad statements of direction that define what the College is trying to achieve.
- **Objectives** are detailed actions for attaining the goals. They should be specific, measurable, achievable, realistic, and time-based.
- **Action Steps** consist of strategies, projects, and initiatives that the College has selected to implement the objectives of a Strategic Plan. Each year the College will review their objectives and action steps, considering progress achieved, and will revise and update as needed.
- **Ways of Determining Success** describe the College’s progress toward achieving its goals and objectives and may be quantitative or qualitative in nature.

The Working Groups should use the “**SMART**” Test when developing their recommended Objectives.

SMART Objectives are defined as:

- **Specific:** target a specific area for improvement.
- **Measurable:** quantify, or at least suggest, an indicator of progress.
- **Assignable:** specify who will do it.
- **Realistic:** state what results can realistically be achieved given available resources.
- **Time-related:** specify when the result can be achieved.

PROCESS

The Equity-Centered Strategic Visioning and Planning Steering Committee will appoint the members of each Working Group. The Steering Committee will encourage the active participation of a diverse representation of the College Community on the Working Groups whose interest and subject matter expertise makes it likely that they could make a useful contribution to Working Groups meeting topics.

There will be 8 Working groups:

Working Group A: Success for All Students

Working Group B: Teaching and Learning

Working Group C: Educational Programs and Support Services

Working Group D: Organizational Structure, Systems and Processes

Working Group E: Facilities and Technology

Working Group F: Community Connections

Working Group G: Equity Statement, Mission, Vision and Value Statements

Working Group H: Ways of Determining Success (AKA Performance Measures)*This Working Group will take the final drafts after April 5 and work through the month of April*

Working Groups A through F

Task 1: February 2021

- Review the input related to that Goal area that has been collected from the Community Outreach activities. (A summary of input will be provided.)
- Develop Objectives for the Goal
- Prepare a report for the March 1, 2021 Working Group Facilitators Check-In Meeting

Task 2: March 2021

- For each Objective, develop specific ways to measure success
- Prepare a report for the April 5, 2021 Steering Committee and Working Group Facilitators Meeting

Resources for Working Groups A to F

1. Strategic Plan Vision Framework
2. Working Group Instructions Memo
3. Sample Objectives
4. Summary of issues and recommendations for that Goal area from the Community Outreach
5. Best and Promising Practices Memo
6. Environmental Scan Document

Working Group G

Task 1: February 2021

- Develop draft Equity Statement, Mission, Vision and Value Statements for the Strategic Plan
- Prepare a report for the March 1, 2021 Working Group Facilitators Check-In Meeting

Task 2: March 2021

- Develop a final draft of the Equity Statement, Mission, Vision and Value Statements
- Prepare a report for the April 5, 2021 Steering Committee and Working Group Facilitators Meeting

Resources for Working Group G

1. Summary of the input received on the Equity statement
2. 2013 Strategic Plan Mission, Vision and Value Statements
3. Draft vision elements developed over the past several years

Working Group H

Task 1: February 2021

- Develop a framework and structure for ways to determine success for Objectives for the new Strategic plan that support the equity and anti-racist goals of the College
- Prepare a report with guidance for the March 1, 2021 Working Group Facilitators Check-In Meeting to give direction to the Working Groups as they begin to formulate ways of measuring success for each of their Objectives.

Task 2: April 2021

- Review existing required State and accreditation metrics and metrics currently being used by the College
- Review the metrics developed by each Working Group for the recommended Objectives and reframe as necessary to develop a consistent structure for measuring success across all of the goals for the Strategic Plan

Resources

1. 2013 Strategic Plan
2. State required reports and Accreditation reports
3. Best and Promising Practices Report

SCHEDULE



February 1, 2021 - Steering Committee # 5

Working Groups receive assignments and instructions

Working Groups will be expected to meet in February to prepare their first drafts of Task 1, developing Objectives for their assigned Goal area. These recommended Objectives will be discussed at the Facilitators Check-In Meeting on March 1, 2021, and at the March 2, 2021 College Town Hall.

March 1, 2021 – Working Group Facilitators Check-In Meeting

- ✓ Working Group Facilitators report First Draft recommended Objectives to the Steering Committee Chairs and MIG
- ✓ First Draft Strategic Plan Objectives Due

March 2, 2021 – College Town Hall

Working Groups will be expected to meet in March to prepare recommendations on ways to measure success for their Objectives. These recommendations will be presented and discussed at the Steering Committee Meeting on April 5, 2021.

April 5, 2021 – Steering Committee and Working Group Facilitators Meeting

- ✓ Working Group Facilitators present their Final Draft to the Steering Committee
- ✓ Final Draft Strategic Plan Recommendations Due

April 26, 2021 – Steering Committee # 6

- ✓ Review Draft Strategic Plan Recommendations

May 4, 2021 – College Town Hall - tentative Draft Strategic Plan review

Working Group A

GOAL A: SUCCESS FOR ALL STUDENTS

Eliminate the Opportunity Gap and Remove All Barriers to Student Success

This topic is focused on all the things the College can do to increase the success of its students by focusing on their circumstances and needs for support. It includes factors such as access (including access to technology), finance, and preparedness; creating a welcoming environment; enabling a smooth transition to student educational, professional, personal, career and job goals; and support services.

Example Objectives

A.1. Designate a GRC liaison for every K-12 feeder school system to improve the matriculation process between institutions.

(Sources: Key Stakeholder Interviews, External Focus Group)

A.2. Ensure all students entering GRC have an assigned mentor/support person for the length of their college career.

(Source: Strategic Planning Charette)

Working Group B



GOAL B: TEACHING AND LEARNING

Ensure That All Teaching and Learning Processes Embody Equity-Centered Principles, and Faculty and Staff are Reflective of the People and Communities We Serve

This topic is concerned with how to recruit, retain, and enable the faculty and staff needed to truly support student success at Green River College. It also includes designing policies and programs that integrate equity, diversity, and inclusion in all aspects of teaching and learning. It includes issues such as identifying and applying lessons learned from COVID-19 adaptations, increasing faculty and staff diversity and retention, and creating a culture of continuous staff and faculty learning and improvement.

Example Objectives

B.1. Implement training in equity-centered training methods and pedagogy.

(Source: Strategic Planning Charette)

B.2. Increase diversity of GRC faculty, staff, and administrators to reflect the communities and students we serve.

(Sources: Student and Internal Focus Groups, Equity Visioning Forum, Strategic Planning Charette)

B.3. Work with student affinity groups to assess the success of ongoing, systematic methods for teaching and learning.

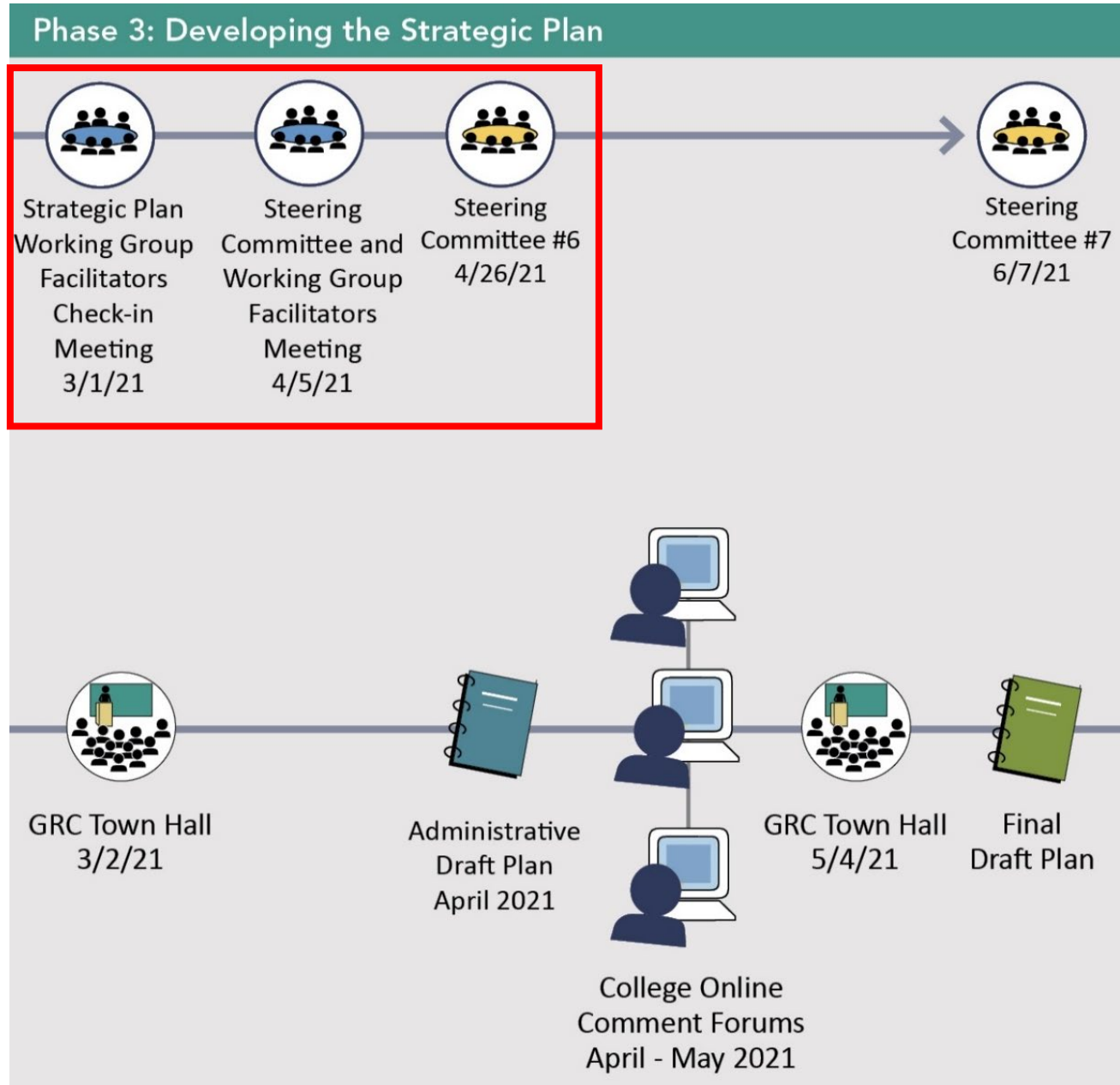
(Source: Strategic Planning Charette)



Next Steps

January 11, 2021

Next Steps





Equity-Centered Strategic Visioning and Planning

Steering Committee Meeting #5

February 1, 2021