



Green River College  
Equity-Centered Strategic Visioning and Planning  
**Communications Plan**  
**October 2020**

### **I. Purpose**

The following outlines MIG's recommended approach and process to engage the Green River College community and relevant stakeholders in the Equity-Centered Strategic Visioning and Planning process. The Communications Plan is centered upon close collaboration with campus representatives as well as the engagement of the larger community as part of the planning process. The Plan ensures diverse stakeholders will be engaged thoughtfully and appropriately, and that consistent project messaging will be maintained throughout the process.

The Communications Plan identifies a broad list of target audiences that will be important to engage during development of the Plan, followed by a description of activities and messages that will be used to engage each group. The Plan will include traditional and non-traditional strategies for engaging each of these constituencies. The Plan will consider the health requirements of the COVID-19 response.

### **II. Communication Goals**

- Raise awareness of the Equity-Centered Strategic Plan and encourage public participation
- Encourage engagement in Plan activities including the web site, focus groups and interviews, the questionnaire, the Equity Forum, the Strategic Planning Charrette and Strategic Plan Working Groups
- Articulate the value of the project and the benefits to the College community
- Reach diverse audiences of both internal and external stakeholders
- Be fully transparent with clear communication throughout, and a feedback loop maintained so that all can verify that their input has been incorporated fairly and not manipulated by a select group.
- Provide a wide variety of ways to give input, with multiple opportunities in different formats, and encourage those who are more reluctant to speak, not allowing more dominant voices to take over.
- Develop and use clear, consistent, agreed upon definitions of diversity, equity, inclusion and other terminology. Language must be clear, meaningful and specific to Green River College.
- Promote successes and completion of major milestones

- Build broad and sustainable support for the Plan across all College communities of interest

### III. Target Audiences

Target audiences for the Green River College Equity-Centered Strategic Plan have been organized by internal and external stakeholders. MIG will engage stakeholders through a variety of outreach activities tailored to each audience group. The following describes key audience groups. The corresponding engagement methods that will be used to facilitate participation are described in the next section.

#### Internal Stakeholders

- Board of Trustees
- College Administrators
- Faculty
- Staff
- Students

#### External Stakeholders

- Local Businesses and Business Groups
- Service District Elected Officials
- Neighbors
- Institutional Partners (K-12)

### IV. Engagement Opportunities

#### Board of Trustees Work Sessions

MIG will conduct two work sessions with the Board of Trustees, at the beginning of the project to identify priority issues and needs, and at the end to discuss recommendations. The results of the first session identifying challenges and opportunities will be folded into the interviews and focus group results listed below. MIG will meet with the Board of Trustees for a second time at the end of the project to present the Final Draft Plan for comment.

#### Strategic Planning Steering Committee Meetings

MIG will work with the College's Strategic Planning Committee. The Committee will be actively involved throughout the project as co-facilitators to provide guidance and feedback, including the review of major work products. MIG will facilitate eight meetings of the Strategic Planning Committee during the process.

#### Stakeholder Interviews

MIG will facilitate six key informant interviews to discuss the College's current strengths and weaknesses and share their vision for the future. MIG will prepare a list of questions for review by the project management team prior to the interviews. MIG will prepare a summary of key findings.

## **Focus Groups**

MIG will facilitate three stakeholder focus groups in which internal (staff and faculty), external and student participants will discuss the College's current strengths and weakness and share their vision for the future. MIG will prepare a summary of key findings.

## **Online Questionnaire**

MIG will create an online questionnaire that is open to members of the College community to provide all interested parties with a quick and easy opportunity to share their vision for Green River College. The questionnaire will be designed to be accessible via all digital formats (computers, tablets, smartphones, etc.). Once finalized, an electronic link will be provided that can easily be communicated through email, social media and websites to reach as many stakeholders as possible. MIG will provide a summary of the questionnaire results, including data tables and chart outputs for College review.

## **Equity Visioning Forum**

MIG will facilitate a half-day, College-wide event where participants will share their vision for equity, diversity and inclusion at Green River College. Participants will discuss draft strategies to advance equity across campus policies, practices and decision making, and weigh in on which they think have potential and should be explored further in the process. As the facilitator of the forum, MIG will develop an agenda and a highly interactive process to keep the discussion focused and to ensure all participants have an opportunity to provide input and comments. The MIG Team will summarize the results of the forum for distribution to attendees and other interested stakeholders.

## **College-Wide Planning Charrette Workshop**

MIG will organize a College-wide Planning Charrette Workshop to involve stakeholders of Green River College and the larger community (internal and external) in developing a vision for the future, including identifying the College's core values, vision, mission and strategic directions. During this event, faculty, staff, and students along with external stakeholders will assess opportunities and challenges presented in the Environmental Scan and proposes strategies and specific actions in response. The Environmental Scan summarizes and identifies themes from all the research done to date including interviews, focus groups and surveys, and all the data collected and analyzed. The meeting will include facilitated large group discussion, small group discussions working on 1-2 issue areas and reporting back to the large group. MIG will facilitate the meeting and provide a meeting summary.

## **Strategic Plan Workgroups**

MIG will work with the Steering Committee to identify Strategic Plan Working Groups. MIG will brief facilitators on how to lead the Groups to work in small group break-out sessions, using the information from the Charette to inform the Strategic Plan Framework. These Groups will focus on specific topics identified in the Environmental Scan, the Equity Forum, and the Charrette.

## V. Outreach

The College can play a critical role in increasing awareness of and building interest in the Plan by using its existing communications channels to reach out to all members of the campus community. Suggested outreach methods include the following:

### **Public Facing Website (GreenRiver.edu)**

The College can schedule posts on its website to promote the planning activities, opportunities for participation and update stakeholders on the progress of the Equity Centered Strategic Plan. The website will also be used to promote and encourage participants to take the online questionnaire.

### **E-Blasts**

The College can send regular email notices with reminders about upcoming meeting and workshop dates and updates on the development of the Plan. The College can distribute these emails to campus list-serves that target students, faculty, staff, and alumni as appropriate.

### **College News Communications Channels**

The College can reach out to the College community through a variety of news channels including student Journalists at Green River College's student newspaper, "The Current," Gator Net and the Campus LMS system, to encourage news coverage of the project and communicate workshop dates and progress on the Plan.

## VI. Key Messages

The following provides a framework for key messages that will be used to clearly and consistently communicate project objectives to target audiences. Messages can be used as building blocks for interviews, focus groups, and workshop discussions and to articulate the goals and potential benefits of this process.

- The new Strategic Plan is to be developed through a clear, transparent process that engages all Green River College constituencies. All members of the College community are invited to participate and provide their input.
- The Planning process will strive for College-wide, shared understanding and ownership of the Plan
- The final product should be an expression of our values and who we are as a College community.
- The Plan document itself will be clear and understandable to everyone who reads it. It will be readily apparent how every new initiative fits with the Plan.
- The Plan will be an actionable document with tangible, specific goals.
- The Plan will be all inclusive, align with, and drive all other Planning documents including annual budgets. Future budget decisions will reflect strategic directions of the College as set forth in the Plan.
- The Plan document should be accessible, available on-line, and easy to navigate.
- The Plan is intended to provide guiding principles for the direction of the College over the next five years but every year there will be an opportunity to re-visit the Plan, and if needed to update the Plan, in response to the emergence of new opportunities and challenges.