



**Equity Avengers
Five-Year Strategic Planning Grid
2023-2028**



Equity Avengers Strategic Plan 2023-2028

Goals	Objectives	Key Actions	Year	Measurable Outcomes
1. Leadership Support: Provide CC Leadership (e.g., trustees and CEO's) with the tools and expertise needed to assess equity at their colleges and identify specific, urgent institutional barriers/challenges.	1.1. Assist CC leaders in assessing and identifying specific equity barriers in their Districts and developing strategies for addressing barriers.	Develop and organize Equity Avengers intervention teams to assist districts with urgent, immediate equity challenges, such as: <ul style="list-style-type: none"> • Conducting equity scans or audits to assess institutional needs for support and guidance • Support and guidance needed to address immediate, acute institutional exigent circumstances. • Planning and implementing racial/equity literacy training modules or sessions that are scaffolded and tailored to the college community and specific needs or gaps • Assessing and updating Student Equity Plans 	1	Minimum of three equity teams of 3-4 members each formed, trained, and available to help districts' leadership with strategies and resources to address immediate, urgent equity related challenges.
		Plan and implement training for Equity Avengers intervention/support teams.	1	Training modules completed. Three training sessions for Equity Avengers

				intervention/support team members.
		Conduct outreach efforts to publish/advertise intervention/support teams and services to CC leaders.	2	Equity Avengers intervention/support teams and services information delivered to CC leaders.
		Coordinate the delivery of intervention/support services to CC leaders.	2	Completed intervention/support sessions completed for three CC's.
		Assess effectiveness of intervention/support services and revise trainings, strategies, and/or materials for Equity Avengers intervention/support team members.	3	Assessments for all Intervention/support services provided to all CC's in Year 2 completed. Trainings, strategies, and/or materials for Equity Avengers intervention/support team members completed.
	1.2 Help CC leaders to identify and access the resources and support they need to address barriers and challenges.	Provide CC leaders with equity-related assessment resources (e.g., printed materials, websites, contact information for equity consultants).	2	Equity-related assessment resources (e.g., printed materials, websites, contact information for equity consultants) provided to all CC leaders who requested.
	1.3 Help CC leaders infuse equity into policies, procedures, planning, and practices through	Provide CC leaders with equity-related assessment resources (e.g., printed materials, websites, contact information for consultants	3	Provide equity-related assessment resources (e.g., printed materials, websites, contact information for

	assessment and revision processes.	with expertise related to equity, policy and procedure development, planning).		consultants with expertise related to equity, policy and procedure development, planning) to all CC leaders who requested.
	1.4 Help CC leaders with equity data support needs (e.g., human capacity, knowledge and skills, understanding/interpreting data, using data to build accountability for institutional performance and how to tie performance to student outcomes).	Conduct outreach effort to recruit institutional effectiveness/data experts to help CC leaders with equity data support needs.	1	Three Institutional effectiveness/data experts with experience in CCC's successfully recruited.
		Publish/advertise institutional effectiveness/data support network and services to CC leaders.	2	Equity Avengers institutional effectiveness/data support network and available services information delivered to CC leaders.
		Coordinate linking of institutional effectiveness/data experts and CC leaders' support requests.	2 & 3	Connect three institutional effectiveness/data experts with CC's requesting assistance.
		Assess effectiveness of institutional effectiveness/data experts. Revise strategies and/or approaches as informed by assessment results.	3 & 4	Assessments of three institutional effectiveness/data experts' services completed. Strategies and/or approaches revised.
2. Leadership education: Provide scaffolded, tailored, sustained (ongoing) professional learning opportunities for trustees and	2.1 Institutional Culture Focused Initiatives a) Moving beyond symbolic supports for equity	Recruit and train Equity Avengers teams to develop racial and equity literacy	2	Minimum of three equity teams of 3-4 members each formed, trained, and available to

<p>CEO's re racial and equity literacy and their roles in fostering equity.</p>	<p>b) Developing racial and equity literacy across the institution. c) Engaging white leadership and their role in creating the culture, need entry points for different leaders, creating culture that enables inclusive experiences and belonging.</p>	<p>training modules in each Objective Area (2.1, 2.2, 2.3).</p>		<p>develop racial and equity literacy training modules in each Objective Area (2.1, 2.2, 2.3).</p>
	<p>2.2 Institutional Policies and Practices Focused Initiatives a) Incorporating incentives and interventions into accountability systems at the college and district levels to ensure that opportunity gaps and professional gaps are closed.</p>	<p>Develop training modules in each Objective Area (2.1, 2.2, 2.3).</p>	3	<p>Training modules and materials for each develop racial and equity literacy training modules in each Objective Area (2.1, 2.2, 2.3) developed.</p>
	<p>b) Recruiting and retaining equity-minded, effective faculty (both adjunct and full-time), staff, and administrators.</p>	<p>Develop and implement outreach/advertising plan for racial and equity literacy training modules in each Objective Area (2.1, 2.2, 2.3).</p>	3	<p>Outreach/advertising plan for racial and equity literacy training modules in each Objective Area (2.1, 2.2, 2.3) completed.</p> <p>Information on racial and equity literacy training modules in each Objective Area (2.1, 2.2, 2.3) disseminated to CC leaders.</p>
	<p>2.3 Curriculum and Instruction Focused Initiatives a) Decolonizing the curriculum. b) Confronting inherent biases in hierarchies of program value. c) Incorporating discussions of race into all programs of study.</p>	<p>Deliver and assess training modules in each Objective Area (2.1, 2.2, 2.3).</p>	4	<p>Racial and equity literacy training modules for each Objective Area (2.1, 2.2, 2.3) scheduled with a minimum of three CC's and completed.</p>



				Assessment of all delivered trainings completed.
		Review assessments of training modules; revisions of training modules as needed.	4	Analysis of assessments of trainings completed. Revisions to training modules completed as informed by assessments.
3. Develop Equity Avengers organizational infrastructure.	3.1 Create and implement formal legal structure	Procure services of attorney and/or accountant with direct experience working with nonprofits (tax-exempt) organizations; complete necessary legal and tax filings.	1	Legal and accounting services procured.
	3.2 Identify funding sources			Legal and tax filings completed.
	3.3 Implement short-term short and long-term public relations and engagement plan	Develop detailed business plan to address strategic and operational issues for Equity Avengers, including definition of program and services, the organizational structure and roles, sources of funding and organizational budget, board, staff, volunteers, location.	1	Detailed business plan completed. Organizational structure created and roles defined. Sources of funding identified and budget created. Board, staff, and volunteers identified. Location established.
		Complete website design and development as a hub for all Equity Avengers information, content, and resources. Short-term Public Relations implemented. Draft long-term public relations and engagement plan.	1	Website completed. Short-term public Relations Plan implemented. Long-term public relations and engagement plan completed.



		Launch Equity Avengers podcast.		Equity Avengers podcast launched.
4. Explore and create partnerships with key faculty organizations (e.g., FACCC, AFT, CCA/CTA) to focus on equity.	4.1 Collaborate with four-year colleges/universities to: <ul style="list-style-type: none"> align equity initiatives support decolonization of the transfer curriculum 	Work with CCCCCO leadership to initiate exploratory discussions with four-year college and university leaders.	4	CCCCCO leadership contacts key leaders from CSU and UC systems regarding series of discussions with CCCCCO leaders and Equity Avengers.
		Conduct exploratory discussions with four-year college and university leaders.	5	Two exploratory discussions completed and next steps identified.
	4.2 Engage state-level FACCC faculty senate and unions (CTA/CCA, AFT) to support professional development related to equity, engage white leadership regarding their role in creating the culture.	Work with CCCCCO leadership to initiate exploratory discussions with state-level FACCC faculty senate and unions (CTA/CCA, AFT).	4	CCCCCO leadership contacts state-level FACCC faculty senate and unions (CTA/CCA, AFT) regarding series of discussions with CCCCCO leaders and Equity Avengers.
		Conduct exploratory discussions with state-level FACCC faculty senate and unions (CTA/CCA, AFT).	5	Two exploratory discussions completed and next steps identified.



EQUITY
AVENGERS

www.equityavengers.com