



ICC Austin

2018 Board Retreat

mission^x
CAPITAL

Welcome & Framing

Goals for the Retreat:

- Gain clarity about the strategic planning process, board input, and next steps
- Feel more connected to one another and energized about ICC Austin goals
- Provide guidance and input into ICC Austin's draft vision, mission, goals and strategies
- Develop a shared understanding of core values

Agenda

- Welcome, Introduction & Purpose
- Overview of Strategic Planning Process & Phase I
- Highlights from Themes Summary
- Themes Summary Reflection
- Strategic Direction World Café
- Overview of Core Values
- Closing & Next Steps



A person is silhouetted against a bright green background, standing with their arms raised in a 'V' shape. The person appears to be on a rocky or uneven terrain. The overall scene is bathed in a monochromatic green light, with a bright spot of light behind the person's head.

ICC Austin Strategic Direction Initial Drafts



Vision & Mission

Vision: ICC Austin envisions communities that empower all students to achieve academic success and to become cooperative leaders.

Mission: ICC Austin provides quality, low-cost, cooperative housing communities primarily for underserved students seeking to obtain a higher education.

Facilities

- Routine maintenance plan
- Clarity, education and accountability on member maintenance responsibilities
- Habitability plan (expectations, policies and plan)
- Develop a culture of stewardship among members
- Facilities assessment and capital planning
- Expansion project (Ruth Schulze)

Enhance Member Education & Training

- Enhance recruitment, onboarding, and training of members
- Align member education with best practices
- Accountability & communications with members
- Establish organization-wide accountability and expectations for house officers
- Enhance officer training, development, and support
- Operationalize core values

Organizational Stability

- Develop and retain staff (institutional knowledge and skills)
- Review and clarify staff structure, job descriptions, and responsibilities
- Assess governance resources: clarify board roles, responsibilities, and policies
- Consider alternative/modified board governance models and composition
- Build ongoing equity/racial justice lens into all aspects of ICC Austin operation
- Develop organization-wide consensus on business plan (vision, mission, goals)
- Ensure rigorous accountability/oversight at all levels (member, house, board, staff)

External Awareness & Relationships

- Build relationships with local colleges and student organizations
- Build relationships with organizations that have shared values (Breakthrough & College Forward)
- Outreach and education on cooperatives
- Deepen relationship and partnership with College Houses

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ICC Austin Strategic Direction with all Board updates



Observations from World Café round robins:

Mission Capital observed recurring themes from groups as they rotated and shared their additions, comments and reactions, which, at a high level include:

- **Institutional knowledge transfer:** A desire for a more structure in how staff and board share relevant, historic ICC Austin information with membership
- **Accountability:** Members highlighted or added this word at all stations with respect to follow-through on proposed ideas
- **Safe space:** ICC Austin houses should provide the proper environment for specific ICC Austin member communities and/or affinity groups to feel they belong and can speak up
- **Social justice:** Desired commitment from and by ICC Austin to apply a social justice “lens” to any/all changes made for the future

Vision

Vision: ICC Austin envisions communities that empower all students to achieve academic success and to become cooperative leaders.

- How are we defining “students” dom. Cultural norms
- Maybe remove all
- Doesn’t encompass our commitment to social justice/disrupting systemic oppression/be actively anti-racist ✓
- Is this really our focus? (in reference to cooperative leaders) ✓
- “Transformation of society” towards non-exploitation, cooperation and social justice ✓ ✓
- “Academic success” isn’t an inherent good + it’s a white value ✓
- Replace “all students” with its members

Mission

Mission: ICC Austin provides quality, low-cost, cooperative housing communities primarily for underserved students seeking to obtain a higher education.

- Change low-cost to affordable ✓✓
- Add Healthy ✓
- Remove the phrase “seeking to obtain a higher education”
- Higher education includes trade schools & certificate programs ✓
- Evaluate the word “underserved”

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Enhance Member Education & Training

- ✓ • **Enhance recruitment, onboarding, and training of members** with clarity about house vs office roles (mandatory?) (NMO)✓✓

- ✓✓• **Align member education with best practices**

- Encouraging **accountability & communications** between **members** (consent)

- ✓✓✓ **Establish organization-wide accountability and expectations for house officers** (conflict resolution)

- ✓✓✓ **Enhance officer training, development, and support** (institutional hand down)

- ✓✓✓ Develop and **Operationalize core values**

- ✓ • All member education/training thru anti-racist/anti-oppressive lens
- ICC wide meeting at start of semester to reinforce values (social justice lens)

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- ✓ • Establishment of inclusivity/social justice officer

- ✓ • Create safe space for only members of color to share experiences

Enhance Member Education & Training: Success looks like..

- Houses that are safer for everyone and members feel informed and confident to facilitate house autonomy
- Members feel empowered
- More inclusive and safe environments
- Increase member engagement
- No sexual assault
- Mandatory trainings
- Regular inter-house educational events
- A culture of trust
- Being known for a variety of educational events
 - Coordinate between houses to host an ICC-wide educational/cultural event (i.e. Slam poetry night)

Organizational Stability

- **Develop and retain staff (institutional knowledge and skills) (✓✓✓)**
 - Democratization and decentralization of institutional knowledge would be better for organizational sustainability (✓)
- **Review and clarify staff structure, job descriptions and responsibilities (✓✓✓)**
- **Assess governance resources, clarify board roles, responsibilities and policies**
- **Consider alternative/modified board governance models and composition (✓✓✓✓)**
 - ...to improve institutional memory (in the hands of members)
- **Build ongoing equity/racial justice lens into all aspects of ICC Austin operations (✓✓✓)**
- **Develop organization-wide consensus on business plan (vision, mission, goals) (✓✓)**
- **Ensure rigorous accountability (** "oversight" was crossed out due to "negative connotation") at all levels (member, house, board, staff) (✓✓✓)**
- Ensure financial stability (✓✓✓✓)
- Review current and foster new communication methods
- Clarify house relationship to staff and board
- Anti-exploitation: ensure that staff members who play a key role in dismantling oppression within the org are compensated well
- Provide more/transparent data to everyone in ICC

Organizational Stability: Success looks like...


- A culture of engagement from the membership
- Members would be more informed on board activities
- We wouldn't need a Nominations Committee
- Institutional knowledge is accessible
- Members know that they play an active role in keeping the organization alive
- Demonstrated consistent enforcement of policies on all levels

External Awareness & Relationships

- **Build relationships with local colleges and student organizations** (✓✓)
- **Build relationships with organizations that have shared values** (Breakthrough & College Forward) (✓✓)
 - ECHO/Lifeworks
- **Outreach and education on cooperatives** (✓✓)
- **Deepen relationship and partnership with College Houses** (✓✓)
 - And other Austin coops
- Educating inward as well as outward (✓✓)
- Being clear on variety of house cultures (✓✓)
- Developing relationships with organizations/groups of advocates who share our values but don't have the same resources/institutional formality (✓✓)

External Awareness & Relationships: Success Looks Like:

- Breaking down stigmas and stereotypes about cooperative housing (✓)
- Full occupancy
- Clear brand/mission and well-known
- No need for tabling
 - **Note: Round robin group disagreement: tabling is always an opportunity to educate and spread awareness about coops
- Having relationships that directly help us to satisfy our Ends
- Positive external reputation
 - **Note: Round robin group disagreement: positive external reputation should be earned through work in our houses and communities, not affectation or performance
 - Reputation for offering safe space for diversity

A person is silhouetted against a bright green background, standing on a rocky outcrop with their arms raised in a 'V' shape. The person appears to be wearing a backpack and a climbing harness. The background shows a vast, hazy green landscape under a bright green sky.

ICC Austin Strategic Direction Refined



Vision & Mission

Vision: (NEED TO UPDATE based on identity decision)

Mission: ICC Austin provides quality, affordable, healthy cooperative housing communities for students seeking to obtain a higher education who would otherwise not be able to access higher education. (Need to wordsmith more around the type of students served)

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- Encourage accountability & communications between members
- Establish organization-wide accountability and expectations for house officers
- Enhance officer training, development, and support
- Develop and operationalize core values
- Establishment of inclusivity/ social justice officer

Organizational Stability

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- Develop organization-wide consensus on business plan (vision, mission, goals)
- Ensure rigorous accountability/oversight at all levels (member, house, board, staff)
- Ensure financial stability

External Awareness & Relationships

- Build relationships with local colleges and student organizations
- Build relationships with organizations that have shared values (Breakthrough & College Forward)
- Outreach and education on cooperatives
- Deepen relationship and partnership with College Houses (and other coops)
- Being clear on the variety of house cultures



Additional Support Slides
