Letter from the President

During 2014, Grand Rapids Community College launched the next phase of its strategic planning process with the 2014-17 Strategic Plan. Much work has taken place during year one of this three-year plan, with some projects being completed, others combined, and yet a few more closed. These changes reflect how GRCC maintains its nimbleness to continually improve the work that faculty and staff do to address the needs of the West Michigan community. Outlined within this report are the strategies, action projects, and indicators of success that will continue to drive our work during the coming years.

That work includes reviewing in detail college initiatives and processes to identify strengths and challenges, and developing solutions that move the college forward. Regular monitoring reports to the Strategic Leadership Team and Board of Trustees will allow us to track the plan and move the needle in a positive direction through a series of 16 success indicators.

The 2014-17 Strategic Plan organizes our work under three college ends:

- Student success pathways
- Workforce pathways
- Transfer pathways

Under each college end, strategies have been developed to guide college action projects. There are a total of six strategies and 18 college action projects. The strategies are:

- Access and inclusion
- Persistence and completion
- Student support
- Student learning
- Knowledge and infrastructure
- Student pathways

Please review our 2014-17 Strategic Plan. It will be the map that helps us chart the course for GRCC’s future. I extend my thanks in advance for all the work our faculty and staff will do to move these initiatives forward and improve the learning process and college experience for our students. GRCC has been – and will continue to be – the best choice for West Michigan residents as they embark on their educational journeys.

Sincerely,

Steven C. Ender, Ed.D.
President
**END #1: STUDENT SUCCESS PATHWAYS**

A student-centered experience will ensure opportunities for students to learn the skills necessary to achieve their educational goals.

**Strategy 1.1 – Access and Inclusion**

Improve services and outreach initiatives to students considering GRCC while creating a welcoming and inclusive environment for all at GRCC.

- **CAP #1.1.1:** Improve outreach and recruitment of new students.
- **CAP #1.1.3:** Implement projects related to campus climate study to foster an inclusive, welcoming college.

**Strategy 1.2 – Persistence and Completion**

Provide college programs, resources and systems to support students in their educational pathway including the attainment of a credential.

- **CAP #1.2.1:** Student success in developmental education.
- **CAP #1.2.3:** Increase the readiness of students taking on-line courses.
- **CAP #1.2.4:** Reduction of financial barriers for students.
- **CAP #1.2.5:** Implement First Scholars Project: Increasing completion rates for first time/full time students.
- **CAP #1.2.6:** Implement college-generated graduation processes and procedures.

**Strategy 1.3 – Student Support**

Improve support services to instill in students the skills necessary to be effective learners, citizens and individuals.

- **CAP #1.3.2:** Create and improve student services for part-time, evening students.
- **CAP #1.3.3:** Provide additional student support for Latino students.
- **CAP #1.3.4:** Support an academic leadership program (Alpha Beta Omega) to support the success of the College’s most challenged students.
Strategy 1.4 – Student Learning

Improve student success through the creation, revision, and monitoring of curriculum and assessment

**CAP #1.4.1:** Implement institutional assessment of student learning.

**Indicators of Success:**

1. Persistence rate (fall to winter, part and full time NCCBP definition), Michigan metric.
2. Completion (150% graduation rate) for first time/full time students.
3. Course success rates (percent of A – C grades).
4. Students who enroll in AFP courses at GRCC are subsequently able to complete college level work.
5. Retention rate (fall to fall for first time, degree-seeking students).
6. Student engagement benchmarks (CCSSE).
7. Entering student benchmarks of effective practice (SENSE).
8. Grant dollars for a full Pell Grant recipient are adequate to cover tuition, fees, and books for a full-time student at GRCC.
END #2: WORKFORCE PATHWAYS
GRCC will prepare students for the workforce in our community and the world.

Strategy 2.1 – Knowledge and Infrastructure
Ensure that resources and infrastructure are effectively organized and consistently aligned to provide students and other stakeholders with an efficient, successful, user-centered system to promote the attainment of skills necessary to enter the workforce.

   CAP #2.1.1: Construct core competencies in workforce development.
   CAP #2.1.2: Increase use of labor market information forecasting.

Strategy 2.2 – Student Pathways
Provide expanded engagement opportunities for students related to work goals.

   CAP #2.2.1: Integrate all career and job placement services.
   CAP #2.2.2: Create and expand career learning experiences.

Indicators of Success:

1. Percent of GRCC career graduates who are employed in their fields of study.
2. GRCC workforce student performance against state standards (Perkins).
3. GRCC student performance on state/national certification exams.
**END #3: TRANSFER PATHWAYS**

GRCC prepares students to transfer to the college or university of their choice.

**Strategy 3.1 – Knowledge and Infrastructure**

Ensure that college messaging, alignment with secondary and other post-secondary institutions, resources, and infrastructure are effectively organized to provide students and other stakeholders with an efficient and effective system to promote transfer.

- **CAP #3.1.2:** Improve GRCC’s infrastructure and ability to develop collaborative programs and partnerships to enhance student preparedness for post-secondary education.
- **CAP #3.1.3:** Enhance transfer resources throughout the College.

**Strategy 3.2 – Student Pathways**

Provide students with the experiences, preparation, and support necessary for successful transfer to a four-year college.

- **CAP #3.2.1** – Integrate services for students on a transfer pathway.

**Indicators of Success:**

1. Student performance at transfer colleges compared to native student performance.
2. Percent of students who successfully transfer/graduate within 6 years of first attending GRCC (either earning a degree first or not). Michigan metric.
3. Number of articulated programs and number of pre-major programs (including the number of students participating in these programs).
4. Student satisfaction with GRCC experience after transfer as measured by a survey.
5. Percent of students who successfully transfer after eight years.
Vision
As a college of distinction, GRCC inspires students to meet the needs of the community and the world.

Mission
GRCC is an open access college that prepares individuals to attain their goals and contribute to the community.

Values
Excellence – We commit to the highest standards in our learning and working environment as we strive for distinction in all aspects of our work.

Diversity – We create an inclusive learning and working environment that recognizes the value and dignity of each person.

Responsiveness – We anticipate and address the needs of students, colleagues, and community.

Innovation – We seek creative solutions to problems through experimentation and adaptation.

Accountability – We set benchmarks and outcomes to frame our decision-making, measure our performance, and evaluate our results.

Sustainability – We use resources in responsible ways to achieve balance among our social, economic, and environmental practices and policies.

Respect – We treat others with courtesy, consideration and civility.

Integrity – We commit to GRCC values and take personal responsibility for our words and actions.

Ends
Student Success Pathways – A student-centered experience will ensure opportunities for students to learn the skills necessary to achieve their educational goals.

Workforce Pathways – GRCC will prepare students for the workforce in our community and the world.

Transfer Pathways – GRCC prepares students to transfer to the college or university of their choice.

Institutional Learning Outcomes
Communication Skills – Students will effectively express and exchange ideas through listening, speaking, reading, writing, and other modes of interpersonal expression.

Critical Thinking Skills – Students will be able to gather and synthesize relevant information, evaluate alternatives, and implement creative and effective solutions.

Social Responsibility Skills – Students will be prepared to practice community engagement that addresses environmental responsibility, social justice, and cultural diversity.

Personal Responsibility Skills – Students will become independent learners who understand and express the lifelong skills necessary for physical, social, economic, mental, and emotional health.

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