GRCC
GRAND RAPIDS COMMUNITY COLLEGE

Strategic Plan

2023–2028

Mission Statement

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

Vision Statement

GRCC provides relevant educational opportunities that are responsive to the needs of the community and inspires students to meet economic, social and environmental challenges to become active participants in shaping the world of the future.

Values Statements

Excellence
We commit to the highest standards in our learning and working environments.

Diversity
We create an inclusive, welcoming, and respectful environment that recognizes the value, diversity, and dignity of each person.

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

Innovation
We seek creative solutions through collaboration, 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 equity across our social, economic and environmental practices and policies.

Respect
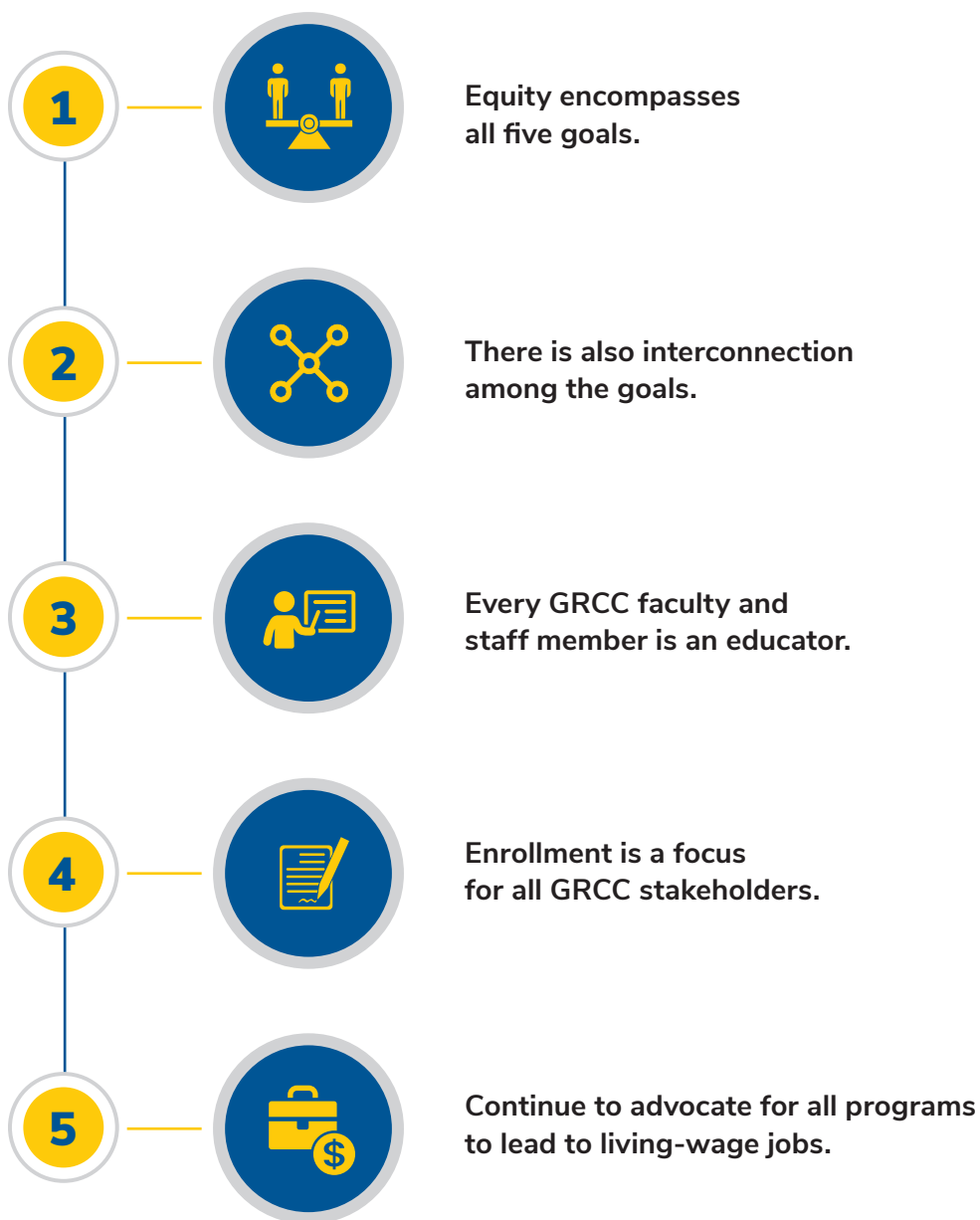We treat others with courtesy, consideration and civility.

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

Overarching Principles

2023–2028 Strategic Plan

1 Equity encompasses all five goals.

2 There is also interconnection among the goals.

3 Every GRCC faculty and staff member is an educator.

4 Enrollment is a focus for all GRCC stakeholders.

5 Continue to advocate for all programs to lead to living-wage jobs.

Strategic Goal #1

Teaching & Learning

The College develops and delivers flexible curriculum across modalities to enhance student learning, ensuring measurable improvements and success.

Goal 1 Priorities:

- Implement comprehensive initiatives and tailored support systems to better serve adult learners.

- Design a flexible schedule that accommodates students' diverse needs.

- Realize inclusive learning environments at GRCC in both physical and online settings.

Strategic Goal #2

Completion & Transfer

The College sustains and continuously improves our focus on successful student goal achievement.

Goal 2 Priorities:

- Harness the power of data to inform our practices and guide decision-making.

- Foster a seamless integration between education and employment for our students.

- Implement targeted retention and graduation strategies to support historically marginalized communities.

Strategic Goal #3

Equity

The College employs standards and benchmarks in access and equity to foster inclusivity and remove barriers through inclusive policies, procedures, and practices.

Goal 3 Priorities:

- Strengthen mental health support for students, staff, and faculty by expanding resources and capacity to address their diverse needs and promote well-being.

- Provide comprehensive support for students' basic needs by implementing initiatives that provide access to essential resources inside and outside the classroom.

- Cultivate an institutional environment that embodies and prioritizes equity and inclusion.

- Ensure representation of faculty and staff are reflected by the richness and diversity of our student body and community.

Strategic Goal #4

Community Impact

The College seeks to impact and serve the community by educating students and sustaining partnerships to create a stronger workforce for the future.
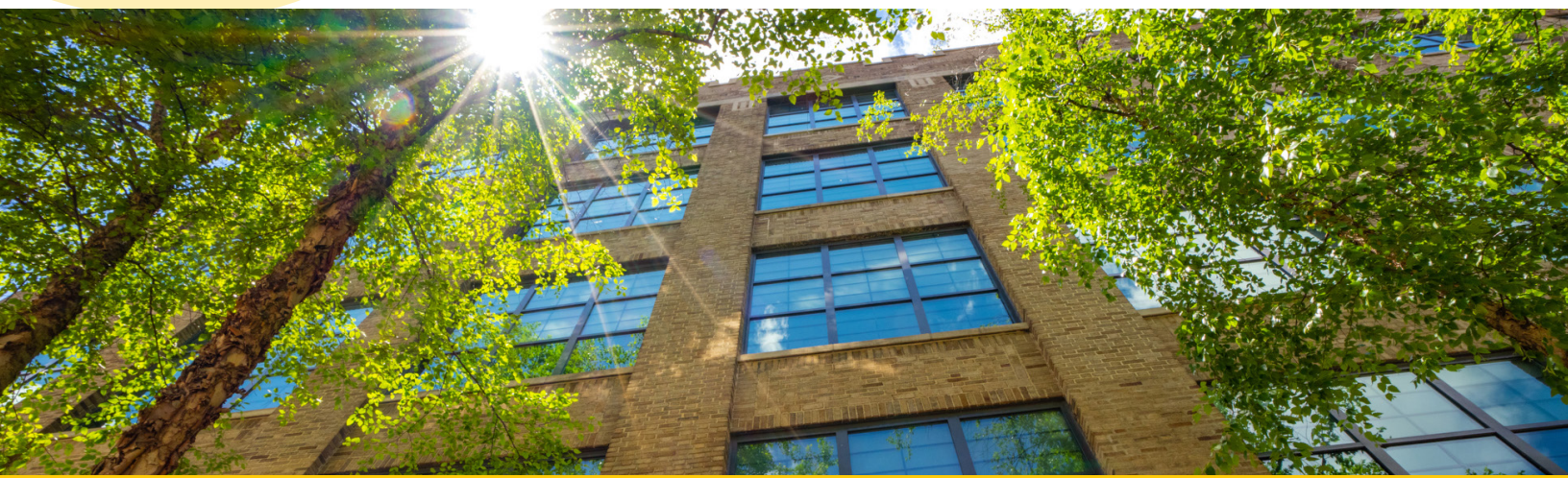
Goal 4 Priorities:

- Execute a comprehensive strategic enrollment management system to effectively manage and achieve enrollment goals.

- Enhance academic and student services at the Lakeshore Campus.

- Forge strong partnerships between GRCC and K–12 educational institutions.

- Expand and diversify our network of employer partnerships by actively pursuing collaborations with previously untapped organizations.

Strategic Goal #5

Infrastructure & Sustainability

The College effectively and responsibly uses our resources to enhance and improve GRCC and our community.

Goal 5 Priorities:

- Enhance our organization's human resource potential by implementing targeted training programs and fostering a supportive and inclusive work culture.

- Strike a balance between physical space and technology for a seamless integration that enhances the learning experience.

- Foster a culture of environmental responsibility to reduce our ecological footprint.

- Ensure financial stability and resource optimization.

Metrics

Measurement Categories and Goal Alignment

Retention (Goals 1, 2, 3)
- Fall to Winter retention
- Winter to Fall retention
- Fall to Fall retention

Completion (Goals 2, 3)
- 150% completion rate
- 150% advancement rate
- 300% completion rate
- 300% advancement rate

Enrollment (Goals 4, 5)
- Conversion rate
- Enrollment as of count date
- Enrollment at end-of-term

Employee Engagement Score (Goals 3, 5)

Percentage of employees scoring at a certain threshold on a to-be-created engagement survey.

Community Engagement Score (Goal 4)

Average respondent score on a to-be-created community engagement survey.