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# 2023-2027 STRATEGIC PLAN

2023 - 2024 Year Two Update

*The Year Two report for the five-year strategic plan is not cumulative and focuses solely on updates and progress specific to the second year. It does not include or summarize achievements from the first year.*

Updated Aug. 30, 2024

Kalamazoo**VALLEY**<sup>TM</sup>  
community college

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The development of the 2023-2027 Strategic Plan began in the Fall of 2021 with the collection of stakeholder input from students, faculty, staff, administration and external college partners. Additionally, there were several focus group discussions with faculty and staff held in April 2022 and a focus group discussion with students held in June 2022 to collect further input from college stakeholders.

Taking into consideration the stakeholder input, existing unit Master Plans, unit Key Performance Indicators (KPIs) and action plans, and institutional Quality Improvement Initiatives, Cabinet held several brainstorming sessions to identify strategic priorities for the college. Further discussions were held with the Administrators Plus team and other key administrators throughout the process. These efforts culminated into three Institutional Strategic Goals and targets by which to measure progress toward goal attainment that align with the college mission, vision, values and Board of Trustees' goals.



## OUR MISSION

Kalamazoo Valley Community College creates innovative and equitable opportunities that empower all to learn, grow and thrive.

## OUR VISION

Over the next decade, Kalamazoo Valley Community College will be a leader in providing highly regarded relevant and affordable services.

## OUR VALUES

### CARING AND RESPECT

- Foster a safe, dynamic learning environment
- Demonstrate positive regard for self and others
- Give and receive praise graciously
- Honor civility, service, collegiality and social justice

### INTEGRITY

- Do the right things for the right reasons
- Ensure interactions are driven by our vision, mission and values
- Be responsible, accountable and ethical

### EXCELLENCE AND QUALITY

- Embrace change as an opportunity
- Pursue excellence and innovation
- Value learning and develop an environment of intellectual inquiry
- Share new ideas and expand the boundaries of knowledge

### HUMOR AND WELL-BEING

- Nurture creativity, humor, and enjoyment of work and learning
- Promote a healthy environment for mind, body and spirit

### TEAMWORK AND STEWARDSHIP

- Work together to achieve our vision, mission and goals
- Commit to finding solutions
- Manage and protect our resources — human, fiscal and environmental
- Develop and foster community relationships based on mutual trust

## OUR BOARD OF TRUSTEES' GOALS

### College Credential Completion and Student Success

- Retention
- Quality online learning
- Learning outcomes assessment for all courses and success rate of developmental courses
- Holistic student support

### Partnership with K-12 Institutions, Community Organizations and Businesses

- Youth pipeline partnerships
- Apprenticeship opportunities
- Business and industry partnerships to enhance Career and Technical Education

### Diversity, Equity and Inclusion

- Student equity and support
- Employee professional development
- Measure and communicate impact

### Sustainability Practices

- Renewable energy and sustainability programs and initiatives
- Innovation in recycling for the campus and the community

## STRATEGIC GOAL ONE

### **Forecast and prepare for future learners, holistically supporting their educational goals.**

Kalamazoo Valley will routinely utilize data as a tool for continuous improvement and informed decision making, allowing us to forecast and prepare for future learners. We will provide resources for the holistic needs of learners in order to support their educational goals with special attention to part-time learners. The college will utilize strategic resource decisions that are guided by the college mission and priorities while informed by learner needs, feedback, experiences, workforce/employee needs and trends. The college will be forward-thinking, highlighting the learner experience in regard to space utilization and ensuring course scheduling and course modalities meet the needs of learners, employees and expanded community partnerships.

## TARGETS

- A. Launch a Data Governance Team who will establish common data definitions and review/establish policies and procedures for responsible use of data.
  - > Definitions, policies and procedures will be 100% complete and operationalized by 2027.

The cross-departmental Data Governance Committee continued to carry forward work related to data management and utilization. As a grantee, Kalamazoo Valley concluded its formalized collaboration with the National Association of College and University Business Officers (NACUBO), which established a solid foundation for continued efforts centered on institution-wide data governance practices. Notable accomplishments that were achieved throughout the 2023-24 academic year include:

- The formalization of an Institutional Review Board (IRB) policy and procedure that defines the approval process for internal and external research requests.
- The design and development of a new analytics dashboard that provides insights into enrollment, persistence, course success and degree completion outcomes.
- A subgroup of the Data Governance Committee is working to design training modules that will accompany the dashboard.
- A separate subgroup is focusing on the review of terminology that will enhance the understanding of all dashboard components.

- B. Complete an assessment of students' needs.
  - > 90% of students new to Kalamazoo Valley will complete a basic needs and course scheduling needs assessment used to connect them to essential resources.

The Kalamazoo Valley intake survey was re-integrated into the college's data collection efforts for Fall 2023 enrollees. Nearly all fall enrollees completed this student basic needs assessment. The survey asks students to self-report on topics such as childcare, program confidence, employment status, transportation and other potential barriers to degree attainment. The college has taken a number of steps to ensure this information is utilized for the betterment of the student experience, including targeted electronic communication campaigns and providing responses to student support professionals who can use the information to direct students to crucial on and off-campus resources.

During the Fall 2023 semester, 97.5% of enrolled students completed the needs survey. Recommendations from the Excellence in Academic Advising team led to the integration of student-level survey responses within the Student Information Center. This allows student success professionals to access important details about hidden barriers students are facing and direct them to supportive resources.

- > Increase the percentage of students needing developmental mathematics course who complete a college-level mathematics course by 5%..
- > Increase the percentage of students needing developmental English course who also complete a college-level English course by 5%..

The Voluntary Framework of Accountability (VFA) is the data collection arm of the American Association for Community Colleges. VFA measures include the review of developmental education outcomes in the areas of math and English. Developmental education reform has shifted the college's course offerings for students placing below college-level mathematics and/or English. It is crucial that the college closely monitors outcomes relating to developmental education to determine the effectiveness of modified delivery methods and how to continue refining the support for students enrolled in developmental classes.

The most recently available outcome measures from VFA capture the Fall 2021 cohort. Of those needing developmental mathematics, 20.1% completed college-level mathematics. This is a decrease to the baseline measure of 22.5% for the Fall 2020 VFA two-year cohort. Of those needing developmental English, 40.6% completed college-level English. This is an increase to the baseline measure of 38.3% for the Fall 2020 VFA two-year cohort.

## STRATEGIC GOAL TWO

### Embed diversity, equity and inclusivity in all processes across the college.

Kalamazoo Valley will create a collaborative and inclusive culture where all are welcomed. To accomplish this goal, the college will embody organizational self-awareness and acknowledge community perceptions. Building on the efforts to support students holistically, similarly we will cultivate an environment where employees are comfortable sharing well-informed ideas, thoughts and opinions, with an understanding that recommendations will be considered during decision making.

## TARGETS

- A. All institutional Key Performance Indicators (KPIs), including unit-level KPIs, will be developed through a diversity, equity and inclusivity lens.
  - > 100% of unit-level KPIs will be grounded in equity, aligned with college-level strategic goals and influenced by disaggregate level data by 2027.

In 2023 – 2024, Administrators Plus KPI teams continued collaborating on the further development of strategic KPIs. Each team began the development of KPI action plans and carried out initial implementation steps.

### **KPI aligned to Strategic Goal One**

By 2026, Kalamazoo Valley will have developed a student-centered academic schedule that maximizes opportunity in all semesters, for degree-seeking students, guest students, community education and all other learners.

Plan highlights:

- Development of common scheduling definitions.
- Assessment and recording of all facility features.
- Further review and utilizing of Ad Astra scheduling technology.
- Establishing common scheduling guidelines/parameters.

### **KPI aligned to Strategic Goal Two**

By December 2024, Kalamazoo Valley will have established a baseline measure of student belongingness and engagement.

Plan highlights:

- Formation of a guiding question: Do students at Kalamazoo Valley feel welcomed and included?
- Administration of sense of belongingness student survey(s).
- Assessment of CCSSE Culture of Caring survey items.

### **KPI aligned to Strategic Goal Three**

By May 2024, Kalamazoo Valley will assess current practices and existing internal gaps in knowledge, information sharing, services provided through external partnership and coordination that constrain our abilities to serve students and engage partners.

Plan highlights:

- Coordination, relationship resilience and telling the story of the college as a community-driven organization.
- Create an up-to-date list of community partnerships, managed within a technology platform and updated regularly through an established process.
- Identify strategic gaps within the list of partnerships, via an internal review.
- Gather community input/feedback about strategic gaps and the quality of KVCC partnerships.

B. The college will complete a holistic review of all college policies and procedures to ensure support for diversity, equity and inclusivity.

> 100% of all college policies and procedures will be reviewed by 2028.

Academic Year	Reviewed	Up for Review
2022-2023	22	
2023-2024	11	1
2024-2025		11
2025-2026		12
2026-2027		6
2027-2028		8

To date, 46% of College Member Operating Policies (CMOPs) have been reviewed. During the 2023-2024 academic year, eleven CMOPs were discussed and approved. This included two new 3160 Research Involving College Students, Faculty and Staff and 3015 Animals on Campus & Service Animals. CMOPs continue to be reviewed through a diversity and inclusion lens by the Cabinet.

C. Decrease the percent of new students not successfully completing at least one credit in their initial term of enrollment at the college.

> Decrease the percent of new students not successfully completing at least one credit in their initial term of enrollment at the college to 18% by 2027.

Formerly, the college sought to increase the percentage of overall courses that included one of two DEI Institutional Learning Outcomes (ILOs), respect for diversity or a global perspective, as a primary focus. Because the college conducted a thorough review process that generated new ILOs, this DEI metric required updating. The newly established metric aims to generate energy around practices that assist students to achieve high levels of course success throughout their first semester of enrollment. This measure is grounded in equity as students failing or withdrawing from all courses in their first term are disproportionately part-time learners and disproportionately students of color. Students that fail or withdraw from all registered courses in a single semester are regularly suspended from federal financial aid and lose access to many other funding sources (e.g. MI Reconnect). The college also recognizes that early momentum metrics like this are key predictors of long-term success outcomes like retention and graduation rates.

The baseline for this measure is 20.6% for the Fall 2022 cohort.



### STRATEGIC GOAL THREE

#### Leverage broad expertise and intentional partnerships to best serve the college community.

Kalamazoo Valley will collaborate with secondary, community, other higher education institutions and business partners with a focus on creating and maintaining intentional relationships and being true to the college mission. This includes providing resources for the mental health needs of all learners and employees. Enhancing collaboration will also support facility goals, such as pursuing opportunities in renewable energy, sustainability programs and initiatives, and innovative recycling programs. Internal, cross-institutional collaboration will be highlighted to support enhanced learning experiences and curriculum development (non-credit and credit programs).

### TARGETS

- A. Complete an institutional needs assessment to identify gaps and opportunities for partnerships to support goals and operations of the college. This will include creating a definition for partnerships and creating a centralized inventory of college partners.
  - > Create three new intentional community collaborations each year, focused on supporting learner outcomes and gaps identified in the institutional needs assessment.

In 2023 – 2024, collaborative efforts between the college and the greater Kalamazoo community continued:

#### **Articulation Agreements**

The college and Western Michigan University signed more than 50 articulation agreements during the Fall 2023 semester. Program-level agreements encompass those in business analytics, occupational therapy, elementary education, electrical engineering and graphic design. Also included are three innovative 2 plus 3 programs, which offer students the opportunity to earn their associate's, bachelor's and master's degrees in a variety of programs within five years.

#### **Grow Your Own**

The Grow Your Own teacher education program aims to address the growing K-12 teacher shortage. This collaboration between the college, Kalamazoo Public Schools and WMU leverages multiple funding sources to offer fully-funded teacher preparation in specific content areas at the bachelor's and master's degree levels.

#### **Valley Hub**

The Food Innovation Center expanded ValleyHUB's institutional customers from four in January 2023 (one hospital and three early-care and education centers), to 37 in January 2024, including 32 K-12 school districts within 50 miles of Kalamazoo.

- B. Increase advisory committee (comprised of business, industry and external education organization representatives) response rates to program of study surveys distributed as part of the program review reporting requirements.

The college has 21 advisory committees focused on career academic programs. In Fall 2023, seventy-nine advisory committee surveys were collected, which is a 21.5% increase from 65 responses the prior year. The survey responses were used by programs to complete Activity 4 of the Program Review process which is focused on program relevance and forecasting.

The advisory committee survey is distributed in coordination with the Perkins Comprehensive Local Needs Assessment, which takes place every two years, and the program review cycle, which begins new cohorts every two years. The next advisory committee survey will be distributed in Fall 2025. The college’s goal is to continue to increase the number of responses to the survey. To meet this goal the college is strengthening relationships with advisory board members through consistent engagement and an annual event.

Year	Number of Responses	Percent Increase from Prior Year
2022	65	-
<b>2023</b>	79	21.5%
<b>2024 Goal</b>	95	20%



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