



2023-2027  
**STRATEGIC  
PLAN**

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 CTE 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.  
~No baseline
  
- 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.  
~No baseline
  
  - > Increase the next-term persistence rate of students completing a developmental math and/or English course by 10%.  
~Fall 2021 Baseline = 68.4%

## 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.
  - ~ No baseline
  
- 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 2027.
  - ~No baseline
  
- C. Increase the number of overall courses that include one of these two DEI Institutional Learning Outcomes as a primary focus:
  - 1. Respect for diversity. Appreciate the rich and varied cultural backgrounds of fellow students and the global community. Understand the role that culture and environment play in individual behavior and the necessity of respecting individual differences.
  - 2. A global perspective. Understand global interdependence and the impact of historical, geophysical, political, economic and socio-cultural forces on nations and people.
  - > Increase the number of courses with a DEI Institutional Learning Outcome to 35% by 2027.
  - ~ Fall 2022 Baseline = 26.2%

### 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.  
~No baseline
  
- 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.
  - > Increase response rate to advisory committee surveys by 20%.  
~No baseline

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

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