



STRATEGIC LEADERSHIP TEAM 2022-2023 EXECUTIVE SUMMARY

Prepared For :
GRCC Board of Trustees
May 15, 2023



INTRODUCTION

The purpose of this document is to provide a summary report of the work of the GRCC Strategic Leadership Team (SLT) during the 2022-23 academic year. SLT is broadly representative of the college community with nearly 100 faculty, staff, and student members from all GRCC employee groups and departments. The College President and Associate Provost of Instructional Support and Institutional Planning co-chaired SLT in 2022-23, on behalf of the SLT Executive Team and the entire SLT body. Throughout every year, SLT serves as a forum that enables a wide variety of college constituency groups the opportunity to provide input into the present and future direction of the College. The team guides the development and ongoing implementation of GRCC's strategic plan, reviews benchmarking data, studies higher education realities, and offers recommendations for College priorities.

SLT's focus in 2022-23 was the early implementation of the 2022-25 GRCC Strategic Plan framework approved by the College's Board of Trustees in June 2022 and outlined below. As approved and based on previous iterations of GRCC's Strategic Plan, the framework offered a three-year plan cycle and continued use of College Action Project (CAP) terminology. SLT, under the direction of the College's President and with endorsement from the SLT Executive Team, is offering a recommendation to revise this framework and previous implementation plan. SLT is asking the Board of Trustees to approve a five-year plan cycle of 2023-28 and to retire the use of CAP terminology.

SLT acknowledges the efforts of College faculty, staff, and students who have contributed to the initial phase of implementing the GRCC Strategic Plan. The sections below, following the framework, provide a year in review to illustrate the progress made with regards to our strategic goal priorities over the past year, a rationale for the recommendation to revise the framework and continue this work within a longer timeframe, and SLT's next steps for the 2023-24 academic year.

Please note: a previous version of this report was prepared for and presented to the Board of Trustees. Board members provided feedback on the recommendations above and approved them as presented on May 15, 2023. The extension of the plan timeframe continues the efforts outlined below and is intended to provide continuity and clarity for SLT's and the College's efforts to achieve our strategic goals in the coming years.

GRCC STRATEGIC PLAN FRAMEWORK

GRCC's Strategic Plan acknowledges the following overarching principles:

1. Equity encompasses all 5 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 Goals: Definitions and Priorities

Strategic Goal #1: Teaching & Learning

The College develops and delivers curriculum that supports instruction through various modalities that meet students' needs to measurably improve student learning and success.

Goal 1 Priorities:

- Adult learners
- Scheduling/course offerings
- Inclusive learning environments at GRCC

Strategic Goal #2: Completion & Transfer

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

Goal 2 Priorities:

- Common understanding of completion, transfer, and data collection
- Better career planning
- Retention and graduation rates of historically underserved students

Strategic Goal #3: Equity

The College uses benchmarks in access and equity to remove barriers and create inclusive policies, procedures, and practices.

Goal 3 Priorities:

1. Supporting students' mental health and basic needs beyond providing food and technology assistance
2. Institutional ethos on equity and inclusion
3. Scaling up representation of historically underrepresented faculty and staff, including retention and belonging
4. Pipeline for students

Strategic Goal #4: Community Impact

The College seeks to impact and serve the community by educating students and sustaining partnerships.

Goal 4 Priorities:

1. Strategic Enrollment Management Plan
2. Continue to enhance academic and student services at the Lakeshore Campus
3. K-12 partnerships with GRCC and area businesses (Kent and Ottawa Counties)

Strategic Goal #5: Infrastructure & Sustainability

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

Goal 5 Priorities:

- Human resources
- Balance of physical space and technology
- Sustainability

SLT 2022-23 Year in Review

Between September 2022 and April 2023, the SLT Executive Team hosted seven meetings in which SLT convened for 21 hours of total meeting time devoted to GRCC's Strategic Plan and college-wide initiatives. On average, at least 70 SLT members attended this year's meetings. SLT met in a HyFlex format, with in-person and virtual attendance options, rotating between three different campus sites throughout the year, including the Lakeshore Campus location. During these conversations, members and guests participated in five table discussions for a total of four hours. The paragraphs below and the infographic in Appendix A summarize SLT's 2022-23 meeting activities. Appendix B provides these accomplishments in a chart format organized according to the five Strategic Goals. The positive impact to the College from SLT's leadership is clear. SLT more than fulfilled its purpose, as outlined below and evidenced by the efforts from areas such as Institutional Research, which supports SLT by leading a college-wide data team to outline common definitions of terms and assessing SLT's data and information needs. In addition, through the efforts and collaboration between Instructional Technology, Human Resources, and Instructional Support and Institutional Planning, and Academic Deans' Offices, Strategic Goal alignment has been attained in all college department plan processes, including both non-academic and academic department processes.

Monthly SLT Meetings

The annual SLT meeting schedule and planned activities are based on the leadership and guidance from the President's Office and the SLT Executive Team. Executive Team members participate in an annual summer retreat and monthly meetings throughout each academic year to inform the agenda for each SLT monthly meeting.

SLT's first meeting in September featured a welcome address from Interim President Dr. Juan Olivarez and a recap of the 2022-25 Strategic Plan Framework and purpose of SLT. SLT Executive Team members then provided an update on SLT operations and a draft proposal to update SLT's bylaws. Meeting attendees participated in a table discussion to provide feedback on the bylaws. SLT Executive Team members hosted a second table discussion to illicit input into potential projects to support strategic goal priorities as well as data and information needs to investigate those ideas. The meeting closed with an update about the state's civil rights compliance review.

In October, SLT held its first-ever meeting at the new Lakeshore Campus location. To mark the occasion and to provide a learning experience for all SLT members, the meeting featured both a guest presentation and then a panel discussion about the Lakeshore region and GRCC's campus. Mandy Cooper, Vice President, Strategic Initiatives of Lakeshore Advantage, shared a presentation about economic development on the Lakeshore and her agency's role. During the panel discussion, Lakeshore Campus students, faculty, and staff addressed how the College can enhance support of Lakeshore Campus students. The October meeting also featured an SLT operations update and second bylaws review, with a call to submit an electronic ballot to approve the updated bylaws. Provost Dr. Brian Knetl closed the meeting by sharing updates about the College President search, Lakeshore Campus Dean search, reaffirmation with the Higher Learning Commission (HLC), and a reminder for members to complete the civil rights compliance survey. Following the meeting, members were provided with a tour of the Lakeshore Campus facility.

November's SLT meeting continued the conversation about the Lakeshore Campus and GRCC priorities to enhance program, course, and service offerings at the campus. Members shared their ideas to shape College initiatives at the Lakeshore through a table discussion. The SLT Executive Team then provided an update on the Strategic Plan Framework, using the responses to the September table discussion that focused on each of the five strategic goals. This update and conversation included information about the faculty and staff members serving as co-leads of each goal team, ongoing projects and initiatives, data and information needs, and ideas for future initiatives to respond to goal priorities. SLT Executive Team members then hosted an open forum for discussion about the strategic plan and college-wide initiatives. Interim President Olivarez offered closing remarks, acknowledging the last SLT meeting of the fall semester. The regular SLT monthly meeting was then followed by the first Goal Leads meeting of the year, which served as an orientation for new goal leads and a planning session with the SLT Executive Team.

In January, SLT welcomed GRCC's new President, Dr. Charles Lepper, who provided opening remarks. The SLT Executive Team also decided to kick off the winter term by

featuring activities that focused on at least one of the Strategic Plan Framework's overarching principles. January's meeting offered a presentation and open forum about GRCC admissions and recruitment practices, aligning with the principle that enrollment is a focus for all GRCC stakeholders. Attendees then participated in a facilitation of Achieving the Dream's Finish Line Game to gain insight into the lived experiences of community college students in connection with the principle that equity encompasses all five goals. The January SLT meeting was followed by a goal leads meeting and planning session with the SLT Executive Team.

The SLT Executive Team provided an operations update to start February's meeting. SLT members then welcomed GRCC's new Student Alliance President, Alex Miranda, to the team. President Miranda shared an overview of Student Alliance at GRCC and current initiatives, including a plan for Student Alliance to transition to a new model, GRCC Student Government, as well as upcoming student feedback opportunities. Following the presentation, SLT members participated in a table discussion and responded to questions about how the student perspective can be included in refining strategic goal priorities and actions as well as what they wanted to know about GRCC students' experiences related to the College's overall Strategic Plan Framework. The student presentation and discussion was in alignment with the overarching principle that every GRCC faculty and staff member is an educator. The second half of February's SLT meeting offered a panel discussion where attendees to the 2023 DREAM Convening hosted by Achieving the Dream provided their takeaways about the conference and how it relates to GRCC's Strategic Goals. This conversation supported the overarching principle that there is also interconnection among the Goals. As with the November and January meetings, the February SLT meeting was followed by a Goal Lead and SLT Executive Team planning session.

March's SLT meeting offered another opportunity for members to learn about the regional economic climate. SLT welcomed guest presenter, Randy Thelan, President & CEO of The Right Place, who shared a presentation highlighting our regional outlook and trends, peer and aspirational metropolitan area benchmarks, and industries of focus. The update and open forum furthered the overarching principle for College stakeholders to continue to advocate for all programs to lead to living-wage jobs.

SLT members then heard from President Lepper about a new taskforce he created to inform the future of GRCC's Office of Diversity, Equity, and Inclusion (ODEI). President Lepper introduced the newly formed ODEI Taskforce: Lina Blair, Sophia Brewer, and Kate Kryger. He explained the taskforce's charge to identify ways in which ODEI can support administrators, faculty, staff, students, and community partners and to infuse “belonging” into the everyday work of GRCC. The taskforce members then gave an overview of their goals and processes before hosting a table discussion to garner SLT members' feedback for upcoming forums about ODEI and ODEI initiatives. These activities supported the overarching principle that equity encompasses all 5 Goals. The final presentation in March was an update on GRCC's Reaffirmation with HLC, offered by GRCC's HLC Reaffirmation Steering Committee Co-Chairs, Bill Faber and Sheila Jones. The HLC update served the overarching principle that every GRCC faculty and staff member is an educator.

The final regular SLT meeting of the academic year was held in April. Dr. Lepper offered opening remarks and reflected upon his first few months as GRCC's President. Members then heard an operations update from the SLT Executive Team. To continue the focus on the overarching principle that enrollment is a focus for all GRCC stakeholders, the meeting featured a preview of the College's Strategic Enrollment Management (SEM) Plan. Following this presentation and focusing on the principle that every GRCC faculty and staff member is an educator, SLT welcomed Alex Miranda, Student Government President, back for an update. President Miranda was joined by Student Government's new Vice President, Michael Lazzo. They shared progress on the initiatives SLT heard in February. SLT members remarked upon the impressive outcomes Student Government had achieved in only two months in providing outreach to their peers, changing their structure to be more responsive to students, and implementing and planning for actions to promote belonging among all GRCC students. The second half of SLT's April meeting was devoted to an update from the ODEI Taskforce. As with our student leaders, the taskforce members shared all of the progress they made in one month in their efforts to fulfill President Lepper's charge. They provided an overview of a feedback hub they created and introduced a draft survey for College stakeholders. The survey content was based on what they learned from the open forum sessions the taskforce hosted between the March and April

SLT meetings. SLT members discussed the survey draft and provided feedback via a table discussion. The conversation also informed how GRCC will define equity and belonging in the context of the Strategic Plan framework and potentially other areas. Dr. Sheila Jones, Associate Provost of Instructional Support and Institutional Planning, then closed the meeting by giving a preview of SLT's summer sessions and thanking all members for their dedication and service to SLT.

Communication to the GRCC Community

Given SLT's role as a college-wide forum and responsibility with regards to the GRCC Strategic Plan outlined above, the SLT Executive Team provided regular communication throughout the year to the SLT members and larger GRCC community. Following each monthly SLT meeting, members received an email summarizing SLT activities, providing all meeting content (presentation slides, recordings, and related documents), outlining any follow-up actions to complete before the next meeting, and requesting that members share and discuss the information with their departmental colleagues. The meeting summaries were posted in GRCC Today, the College's blog for all employees and publicly available on the GRCC website. In addition, the annual SLT Executive Summary, including content in the Appendices, is shared with the campus community via GRCC Today and posted on the GRCC Strategic Plan website, grcc.edu/strategicplan.

RATIONALE: REVISING THE GRCC STRATEGIC PLAN FRAMEWORK

One of the core principles of SLT, as with any academic enterprise, is to continually assess, evaluate, and reflect upon our work for the purpose of continuous improvement and accomplishing our goals. As a result of this process, and several other key factors, namely leadership transitions at the executive level since June 2022, the College's Academic and Student Affairs reorganization that became effective in July 2022, staff transitions across the SLT membership, and directions from GRCC's President, SLT is proposing two revisions to the College's Strategic Plan framework.

The first revision is to update the timeframe of the strategic plan cycle from 2022-25 to 2023-28. A five-year cycle restarting in 2023 aligns with many existing college processes, for instance, academic program review, acknowledges the initial implementation phase of the Strategic Plan framework approved in June 2022, and allows for the additional time necessary to fully implement the plan in order to effect positive outcomes associated with each of the established goal priorities. The extended timeframe offers the ability to further refine and specify terminology associated with all aspects of the five strategic goals, identify metrics and targets, and compile data and information to support initiatives. Finally, this will allow for the appropriate time for assessment and evaluation at the end of the cycle to inform the Strategic Plan that will follow the 2023-28 plan.

The second revision is to retire the previous model of Strategic Plan-related teams in which action-oriented committees were organized according to longer term, research and recommendation-based teams known as College Action Projects (CAPs) and shorter term, immediate implementation teams known as Strategic Initiatives (SIs). A streamlined model with all teams related to accomplishing Strategic Plan Goal Priorities simply known as Strategic Initiatives will lessen confusion and result in a more direct and dynamic structure.

SLT is confident that these changes will result in increased momentum to achieve and further strengthen the results of the implementation of the College's strategic goals that have been in process over the past year.

SLT'S NEXT STEPS FOR 2023-24

Following the Board's approval of the updated 2023-28 GRCC Strategic Plan, the SLT Executive Team will coordinate with the President's Office to continue implementation according to the general timeline below. In addition, Appendix C includes the planned SLT meeting schedule for next year in a save the date format.

- June 5-9, 2023 - Strategic Challenge Mapping Sessions: refining priority terminology, strategies, and tactics
- June - August, 2023 - Framework Updates: revising implementation plan, including timelines, prioritization for the five strategic goals and initiatives, and data metrics and dashboards
- September 22, 2023 - Kickoff Revised Implementation Plan: September Strategic Leadership Team monthly meeting
- October, 2023 - April 2024 - Monthly SLT Meetings: providing forum for Goal and Strategic Initiative Team reports, feedback, and related activities to support achievement of intended goal and priority outcomes
- TBD, 2023-24 - Present Strategic Goal Monitoring Reports to Board of Trustees
- Summer, 2024 - Present 2023-24 SLT Executive Summary to Board of Trustees

ACKNOWLEDGEMENTS

Coordinating the implementation, evaluation, and update of a strategic plan framework is no easy feat. Throughout 2022-23, as with years prior, SLT met regularly to conduct important and relevant discussions that furthered GRCC's strategic goals and supported our students and the larger college community. SLT hosted important conversations about the current and future state of higher education, the economic region, and the internal operations of the College. SLT truly demonstrates the outcomes that can be achieved through continuous learning, reflection, and planned improvements. We also welcomed many new members and congratulated previous members on their new endeavors outside of GRCC. The SLT Executive Team is grateful to the College's Board of Trustees, President's Office, and Provost's Office for their attendance at meetings, leadership, and support of SLT's goals and efforts each year. We also wish to thank Klaas Kwant, Conor Bardalis, and the entire Media Technology team for their support of our HyFlex meetings at multiple campus locations in 2022-23. Many members volunteered as note takers and moderators during table discussions. The Institutional Research department continued to go above and beyond in providing data and research assistance to support strategic initiatives and SLT meeting discussions throughout the year. LaKenya Gissendanner provided essential administrative support to SLT and the SLT Executive Team. The SLT Executive Team members also volunteer their time on top of all of their regular responsibilities to serve and support SLT, as do the leaders and members of all of the Goal and Strategic Initiative Teams. Finally, and most importantly, SLT at GRCC is the standard that it is because of our faculty, staff, and student members and their commitment to serving our college and community.

APPENDICES

Appendix A - 2022-23 Strategic Leadership Team Year in Review Infographic

GRCC | Strategic Leadership Team

2022-23 YEAR IN REVIEW

7 SLT Meetings

Commitment

GRCC's Strategic Leadership Team (SLT) held seven meetings from September-April, for 21 hours of total meeting time about GRCC's Strategic Plan and College-wide initiatives.

6 Teams

Support

SLT contributed to six teams, led by the SLT Executive Team, and five re-established Strategic Goal Teams: Teaching & Learning, Completion & Transfer, Equity, Community Impact, and Infrastructure & Sustainability.

5 Discussions

Engagement

SLT members participated in five table discussions in 2022-23. These discussions covered GRCC's Strategic Goals, SLT Bylaws, Lakeshore Campus priorities, and Office of Diversity, Equity, and Inclusion Task Force initiatives.

3 Learning Sessions

Interest

SLT is a forum for college stakeholders to learn about local, regional, state, and national trends informing higher education. This year's sessions focused on information provided by Lakeshore Advantage, Achieving the Dream, and The Right Place.

THANK YOU!

SLT includes nearly 100 members from across the College. SLT Exec wishes to acknowledge the dedication, commitment, and service of these GRCC leaders.

We look forward to serving the College and continuing our work in 2023-24!

Appendix B - GRCC Strategic Plan Accomplishments, 2022-23

Strategic Goal 1: Teaching & Learning

Co-Leads: Dan Sullivan, Interim Associate Dean, School of Business and Industry and Language Arts Tutorial Lab Faculty Coordinator and Meg Lockard, English Faculty

Priorities	2022-23 Accomplishments
Adult learners	<ul style="list-style-type: none">• College-wide Data Advisory Team for Alignment and Action initiated discussion to determine common understanding of "adult learner"
Scheduling/course offerings	<ul style="list-style-type: none">• Strategic Initiative Team re-established and actively engaged in research throughout Winter 2022• Efforts, in collaboration with School Associate Deans, led to additional 2.17% capacity to course offerings in Fall 2023 and Winter 2024 across Schools of Business and Industry, Liberal Arts, and STEM
Inclusive learning environments at GRCC	<ul style="list-style-type: none">• Teaching, Learning, and Distance Education (Faculty Professional Development and Distance Learning) area provided leadership• New Faculty Institute common read of text, <i>What Inclusive Instructors Do</i>• Learning Day 2023 focused on GRCC's Culture of Care

Strategic Goal 2: Completion & Transfer

Co-Leads: Jason Vinson, Dean of School of Liberal Arts and Sarah Rose, Program Director and Academic Advisor, Occupational Support Program

Priorities	2022-23 Accomplishments
Common understanding of completion, transfer, and data collection	<ul style="list-style-type: none">• Institutional Research conducted data inventory of reports to inform this priority• Goal Leads established list of routine data needs/dashboards to support efforts• College-wide data team built data dictionary of common definitions of terms
Better career planning	<ul style="list-style-type: none">• Institutional Research collaborated with Academic Pathways Steering Team to review and revise career earnings information on GRCC website with academic program information• Goal Leads researched additional tools to utilize to support student career planning activities• Continued previous Strategic Plan conversations about a GRCC Career Center
Retention and graduation rates of historically underserved students	<ul style="list-style-type: none">• Subset of SLT membership attended the Achieving the Dream (ATD) 2023 Equity Institute and outlined a plan for institutional data to inform improvement in this area

Strategic Goal 3: Equity.

Co-Leads: Lina Blair, Director of Student Life and Conduct, and Daisy Henderson, Sociology Faculty

Priorities	2022-23 Accomplishments
Supporting students' mental health and basic needs beyond providing food and technology assistance	<ul style="list-style-type: none">• GRCC Cares effort supported this priority (see https://www.grcc.edu/students/student-success/grcc-cares-network-student-support)• Learning Day 2023 showcased current status of support services for students
Institutional ethos on equity and inclusion	<ul style="list-style-type: none">• President Lepper charged Office of Diversity Equity and Inclusion (ODEI) Taskforce to lead effort to establish college-wide definition of equity and belonging• Taskforce worked closely with SLT Executive Team to determine ethos as related to Strategic Plan and to inform college policy reviews and other institutional processes
Scaling up representation of historically underrepresented faculty and staff, including retention and belonging	<ul style="list-style-type: none">• ODEI Taskforce's efforts with regards to an institutional ethos are also connected to this priority, supporting retention and belonging for students as well as the GRCC community at large• College Action Project: LGBTQ+ Inclusive Fundamentals Team (LIFT) supported belonging efforts with pronoun initiatives and graduation cap decorating event

Strategic Goal 3: Equity.

Co-Leads: Lina Blair, Director of Student Life and Conduct, and Daisy Henderson, Sociology Faculty

Priorities	2022-23 Accomplishments
Scaling up representation of historically underrepresented faculty and staff, including retention and belonging	<ul style="list-style-type: none">• President Lepper established a GRCC Culture of Community Taskforce to support faculty and staff retention and belonging
Pipeline for students	<ul style="list-style-type: none">• Efforts with ATD Data Coach and strategic enrollment work supported these efforts with regards to disaggregating data and scanning for opportunities• GRCC team members attended ATD Equity Institute, focusing on a student-centered design process to generate asset-based strategies to advance equity; GRCC's efforts were specific to use of data

Strategic Goal 4: Community Impact

Co-Leads: Julie Parks, Interim Dean of School of Business and Industry and Executive Director of Workforce Training and Francisco Ramirez, Associate Director of Admissions and Enrollment

Priorities	2022-23 Accomplishments
Strategic Enrollment Management (SEM) Plan	<ul style="list-style-type: none">• President Lepper established Enrollment Stabilization Initiative; six projects have been approved for use of enrollment stabilization funds• SEM Team Leads established initial phases of plan
Continue to enhance academic and student services at the Lakeshore Campus	<ul style="list-style-type: none">• Strategic Leadership Team held its first meeting at the Lakeshore Campus in October 2022• Academic & Student Affairs leaders continued to collaborate with Lakeshore staff and faculty to assess academic programming and student support service needs at the Lakeshore
K-12 partnerships with GRCC and area businesses (Kent and Ottawa Counties)	<ul style="list-style-type: none">• Institutional Research area worked with Associate Provost, Presidents' Office, and Board Liaison to initiate updated economic impact study (previous report conducted in 2016)• New Economic Impact Report will be available in Summer 2023

Strategic Goal 5: Infrastructure & Sustainability

Co-Leads: Christine Coon, Executive Director of Human Resources and Ennis Young, Psychology Faculty

Priorities	2022-23 Accomplishments
Human resources	<ul style="list-style-type: none">• Human Resources, Instructional Support and Institutional Planning, and Board Liaison reviewed previous campus climate study• ODEI Taskforce supported efforts regarding human resources that were mentioned in 2021-22 that established GRCC's human resources as a priority in this plan• President Lepper's Culture of Community Taskforce also relevant to this priority
Balance of physical space and technology	<ul style="list-style-type: none">• Media Technology, Facilities, and Teaching, Learning, and Distance Education departments collaborated to support HyFlex learning environments and faculty/staff training• SLT meetings throughout 2022-23 were held in a HyFlex format to great success and with consistent engagement from both virtual and in-person attendees
Sustainability	<ul style="list-style-type: none">• College Action Project: Implement a Campus-Wide Sustainability Effort continued from previous Strategic Plan• SLT meetings returned to goal of zero waste events, when possible

**SAVE THE DATES!
2023-24 STRATEGIC
LEADERSHIP TEAM
MEETINGS**

**Fall
2023**

Friday, September 22nd
Friday, October 20th
Friday, November 17th

**Winter
2024**

Friday, January 19th
Friday, February 23rd
Friday, March 15th
Friday, April 19th

All meetings will be held from 8:30am to noon and we are planning to offer HyFlex meetings again this year.

More details and calendar appointments for SLT members to follow.