



STRATEGIC LEADERSHIP TEAM 2021-2022 EXECUTIVE SUMMARY

Prepared For :
GRCC Board of Trustees
June 13, 2022



INTRODUCTION

The purpose of this document is to provide a summary report of the work of the GRCC Strategic Leadership Team (SLT) during the 2021-22 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 Dean of Instructional Support co-chaired SLT in 2021-22, on behalf of the SLT Executive Team and the entire SLT body. Throughout every year, SLT provides 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 on-going implementation of our strategic plan, reviews benchmarking data, studies budget realities, and offers recommendations for budget priorities.

In 2021-22, given the end of the 2018-22 GRCC Strategic Plan cycle, the team was also charged by the College President to lead the development of GRCC's 2022-25 Strategic Plan. President Pink outlined the following parameters for the updated plan: retain the current GRCC vision, mission, values, and goal categories (Teaching & Learning, Completion & Transfer, Equity, Community Impact, and Infrastructure & Sustainability). As the Year in Review section of this report outlines, SLT fulfilled this charge by reviewing and updating the five strategic goal statements and associated plan components. During several meetings throughout the year, including monthly SLT meetings and additional sessions with external stakeholders, the team studied internal data and information, reviewed national best practices and reports, and listened to feedback from across the College and larger GRCC community. These efforts resulted in the 2022-25 GRCC Strategic Plan framework endorsed by SLT in April as illustrated in the slides found in Appendix A. This framework, incorporating additional suggestions, is presented here for approval by the GRCC Board of Trustees.

Please note: a previous version of this report was prepared for and presented to the Board of Trustees. Board members provided feedback and this document has been updated accordingly to include an additional overarching principle to the plan (see page 8). GRCC's Board of Trustees approved the updated framework on June 13, 2022.

SLT 2021-22 Year in Review

Between September 2021 and April 2022, the SLT Executive Team hosted six meetings in which SLT convened for 18 hours of total meeting time devoted to GRCC's Strategic Plan. On average, at least 70 SLT members attended this year's meetings. During these conversations, members and guests participated in eight table discussions for a total of six and a half hours. Before many of the meetings, SLT members were asked to review national trends in community college education related to the five goals in the form of eight articles and other resources to inform meeting conversations. These discussions covered the five goal categories, data and information needs, equity across the plan, and more. Finally, during and after each meeting the SLT Executive Team gathered feedback and input on each of the five goals. Much of this was captured in seven surveys in which SLT members provided their analyses on the five goal statements, indicators, College Action Projects (CAPs), and related initiatives. Indicator data from the 2018-22 Strategic Plan was presented in previously approved goal monitoring reports to the Board of Trustees and SLT. The focus of SLT's conversation about indicator data during the 2021-22 academic year was to consider the information and data points needed to implement and fulfill the accomplishment of the next strategic plan's priorities. The section below and the infographic in Appendix B summarize SLT's meeting activities for the year and external stakeholder input sessions. Appendix C provides a list of the 2018-22 GRCC Strategic Plan CAPs and the major accomplishments of each.

Monthly SLT Meetings

Due to a campus closure, SLT's first meeting of the year in September was held asynchronously. Members viewed video content outlining the President's charge to SLT and plan to fulfill that charge in 2021-22 SLT meetings and activities. During the months of October-January, the team reviewed each of the current Strategic Goals and related College Action Projects (CAPs): October - Teaching & Learning (Goal 1) and Completion & Transfer (Goal 2), November - Equity (Goal 3) and Community Impact (Goal 4), and January - Infrastructure & Sustainability (Goal 5). Following each goal update, the team participated in breakout discussions about the goal definitions, indicators, and CAPs, as well as relevant resources and reports from a national perspective.

January's SLT meeting also featured a presentation from the SLT Executive Team providing a summary of the Goals 1-4 breakout discussion feedback, including a draft of recommendations for the next strategic plan. Additionally in January, as part of GRCC's participation in the Achieving the Dream (ATD) Network and to garner data to inform the updated strategic plan, the College administered the ATD Institutional Capacity Assessment Tool (ICAT). Provost Knetl offered SLT members an overview of the ICAT and announced that the February SLT meeting planned to include discussion of GRCC's ICAT results led by the College's ATD coaches.

The February SLT meeting featured continued presentations and reviews of feedback about our current five strategic goals and suggestions for updating the goal definitions, indicators, and CAPs. Provost Knetl then introduced GRCC's Achieving the Dream (ATD) coaches and guests, Donna McKusick and Jerrett Dumouchel, who shared a general overview of the ICAT and summary of GRCC's 2022 ICAT results. Following this presentation, SLT members in attendance participated in a Capacity Café of three breakout discussion rounds to review and discuss the summary results, according to the seven ICAT capacities: Teaching & Learning, Engagement & Communication, Strategy & Planning, Policies & Practices, Leadership & Vision, Data & Technology, and Equity.

In March, the team viewed a presentation and participated in a table discussion about results from a recent survey of exclusively online learners at GRCC. The SLT Executive Team provided a presentation to update SLT members on the status of the team's work to that point in the year, providing a refresher of the charge to SLT and the team's goals for the remainder of the academic year. SLT members then completed an activity to continue the conversation about how the five strategic goals work in concert together. Based on previous feedback from SLT members, GRCC's Chief Equity and Inclusion Officer, Dr. B. Afeni McNeely Cobham, led a discussion about how Equity is not just its own Strategic Goal but is represented across the GRCC Strategic Plan. This was followed by a table discussion and activity.

The final SLT meeting of the year was held in April. The team viewed the 2022-25 GRCC Strategic Plan and participated in a table discussion about the next GRCC Strategic Plan. Following this presentation and discussion, the SLT membership in attendance endorsed the framework presented (see Appendix A). SLT members were also invited to view a recorded update from the Human Resources department about the Evidence-Based Selection Process (EBSP). Following the video and a review of additional documents, the team participated in a table discussion about EBSP. The meeting ended with a review of the work of SLT throughout the year (see Appendix B) and a time to acknowledge and thank everyone for their accomplishments in 2021-22.

Stakeholder Input Sessions

In addition to the opportunities for GRCC faculty, staff, and students to provide input and feedback to inform the next GRCC Strategic Plan as summarized above, the President's Office, Provost's Office, and SLT Executive Team hosted four external stakeholder sessions in March and April 2022. These sessions provided an opportunity for the College's community, education, business, and Lakeshore Campus partners to learn more about the strategic planning process and provide their perspectives about future directions for GRCC.

During the community partners session, college leadership heard from 10 attendees representing five non-profit community organizations. They identified the following as key areas for GRCC's strategic direction to serve and partner with their organizations: providing access and affordability (especially for residents outside of Kent County); tracking and measuring completion and placement rates; continuing to expand partnerships to support students and community needs; and providing flexibility for students in the form of continued virtual program and course offerings.

Seven attendees representing eight K-12 and higher education partner institutions attended the educational partners session. They identified the following as key areas for GRCC's strategic direction to serve and partner with their institutions: increasing equitable outcomes for diverse populations of students; leading in spreading the message about the value and necessity of a college degree; continuing to create

partnerships between GRCC and area businesses; expanding the framework to support, prepare, and ensure students are graduating with applicable, in-demand skills; expanding apprenticeship, internship, dual enrollment, middle college, English as a second language (ESL), and GRCC-high school parent relationship opportunities; expanding services to support student completion; and bringing GRCC to areas outside of the downtown Grand Rapids campus.

Over a dozen attendees representing at least 10 community, education, and business partners from the Lakeshore area attended the GRCC Lakeshore Campus partners session. They identified the following as key areas for GRCC's strategic direction to serve and partner with their organizations and institutions: focusing on the transition from high school to college while emphasizing that students can stay in the area to complete their goals at the GRCC Lakeshore Campus; expanding supports for students to navigate both the financial aspect of attending college and overall postsecondary pathway to accomplishing their goals (including helping students understand the specific industries and career opportunities in the area); increasing partnerships among the four key areas (what President Pink referred to as the "Quad"): K-12, business and industry, GRCC, four-year institution partners; focusing on affordability (in-district tuition for Ottawa County residents); increasing opportunities for students to work in industries and earn a living while completing their degrees; addressing mental health awareness and concerns; supporting parents and ESL learners and/or parents and community members; providing new tools, including a central software system, to match students with employment opportunities; and continuing to provide a space at the Lakeshore Campus to serve as a hub for the community to have conversations such as the stakeholder session and listening sessions held when the new facility opened in the fall of 2021.

At the business partners session, 13 attendees representing nine business partners and organizations identified the following as key areas for GRCC's strategic direction to serve and partner with their organizations: engaging with what they referred to as "the new workforce" by enhancing and/or revising programs to serve the community, meet employer needs, and reduce waitlist time; continuing to build financial pathways to

education and careers, including meeting the needs of student parents and attracting students to in-demand fields, such health care; expanding cohort programs and short-term course offerings (five- and seven-week course schedules); providing free training opportunities; and offering year-round internship program opportunities for GRCC students employed at local companies.

The conversations held throughout these sessions illustrate the commitment and support from GRCC's partners, as well as GRCC's commitment to the larger community. The strategic plan framework below incorporates this feedback as well as the data and information collected from internal sources. Overall, GRCC's partners commended the College for its leadership as a higher education institution and in the area. They specifically complimented GRCC's equity-related initiatives, scholarships and grants, four-year transfer partnership/articulation agreements, and academic outreach efforts. These partners also suggested improvements to communications about *all* that GRCC offers to the community and in locations throughout the downtown Grand Rapids, Kent, and Ottawa County areas, including the new Lakeshore Campus. GRCC is committed to continuing to share our story in the area and to ensuring these partnerships (and new ones) remain strong.

Cultural Competence Institute

Several SLT members took advantage of the opportunity to participate in the 2022 Cultural Competence Institute (CCI) in April, led by GRCC's Office of Diversity, Equity, and Inclusion (ODEI) and featuring Dr. J. Luke Wood who presented this year's curriculum, "Mission Critical: Interweaving Equity into the Strategic Plan." As with the information gathered during all of the SLT meeting activities and sessions described above, the institute provided essential lessons and strategies that informed the 2022-25 GRCC Strategic Plan framework.

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 meeting, members received an email summarizing SLT activities and requesting that members share and discuss the information with their departmental colleagues. Additionally, meeting summaries were posted in *GRCC Today*, the College's blog for all employees. The April summary included the content in Appendices A and B, as presented to the SLT members.

FRAMEWORK FOR 2022-25 GRCC STRATEGIC PLAN

Based on the year's activities, including all of the feedback outlined above (which generated over 60 pages of qualitative data) and the efforts of the SLT members, the SLT Executive Team presented an updated 2022-25 Strategic Plan framework to the SLT body on April 15, 2022. The 2022-25 GRCC Strategic Plan presentation slides that the SLT members reviewed is found in Appendix A. After reviewing and discussing this presentation, SLT endorsed the new plan framework.

In fulfillment of the President's charge to SLT, the framework retains the vision, mission, values, and five categories. SLT reviewed and updated each goal statement and components. Additionally, based on the feedback and input session activities, as well as information gained from the CCI, SLT outlined priorities for each of the five goals and announced the 2018-22 Strategic Plan CAPs that will continue into the next plan. These include the following with the first number indicating their goal alignment: CAP 1.1 Schedule and Program Optimization, CAP 3.4: LGBTQ + Inclusive Fundamentals Team (LIFT), and CAP 5.3: Implement a Campus-Wide Sustainability Effort.

The 2022-25 GRCC Strategic Plan also 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

On behalf of the SLT members, the SLT Executive Team is pleased to present the 2022-25 GRCC Strategic Plan to the College's Board of Trustees for approval, as illustrated in this section and in Appendix A. Please note that the plan presented below has been updated from the content in Appendix A as it incorporates feedback from SLT's discussion and endorsement.

GRCC Mission, Vision, and Values

Mission

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

Vision

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

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.

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:

1. Adult learners - schedule (course offerings), type of courses, resources for adult students (especially those who are overwhelmed); retaining students and providing supports; mentoring F4F, Reconnect
2. Scheduling/course offerings - need to know who are students are and expectations regarding online, F2F, hybrid courses
3. Inclusive learning environments at GRCC - understanding this is equity-centered; review college policies at AGC; classroom, frontline

Strategic Goal #2: Completion & Transfer

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

Goal 2 Priorities:

1. Common understanding of completion, transfer, and data collection
2. Better career planning
3. Retention and graduation rates of historically underserved students - Identify student populations that are struggling with completion and transfer; allow for self-identification of demographics worth tracking (single parent, first generation, LGBTQ identify, and others)

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 - also includes retention and belonging
4. Pipeline for students - promoting value of higher education and college readiness with our community partners to sponsor multiple programs 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 - Inclusivity, remote work opportunities and/or flexibility, college-wide committees, participation, wellness and mental health
- Balance of physical space and technology
- Sustainability

Next Steps

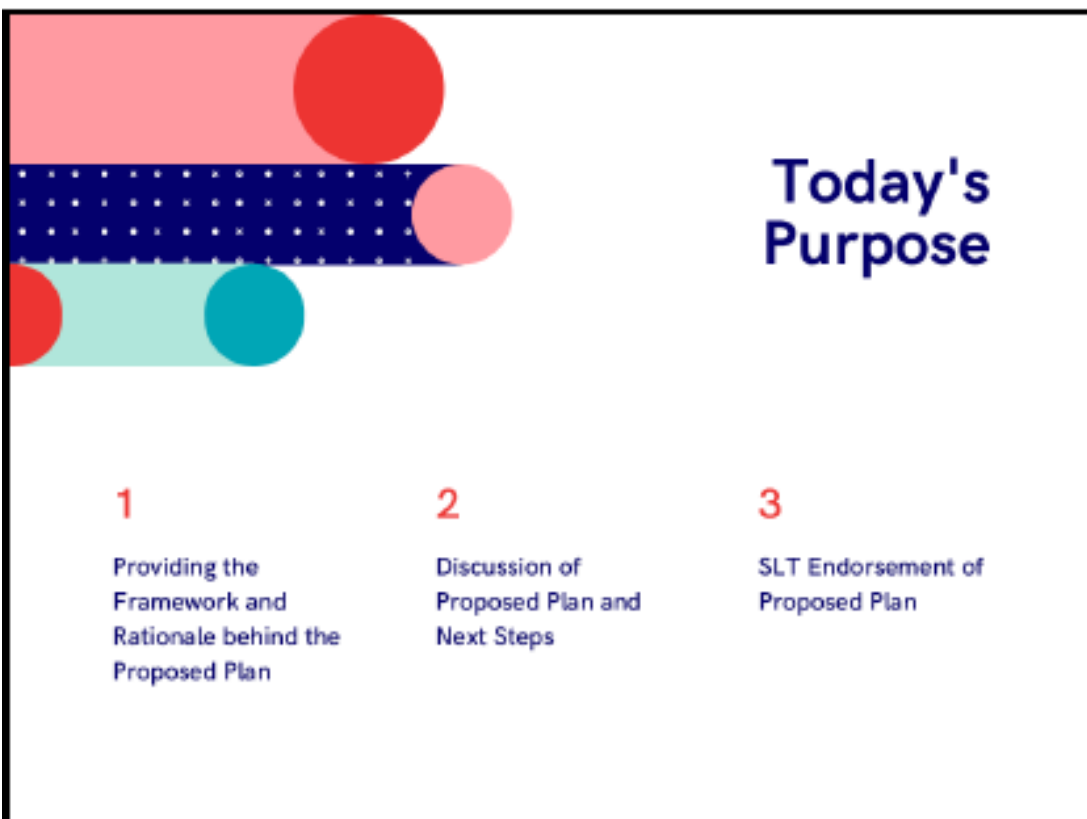
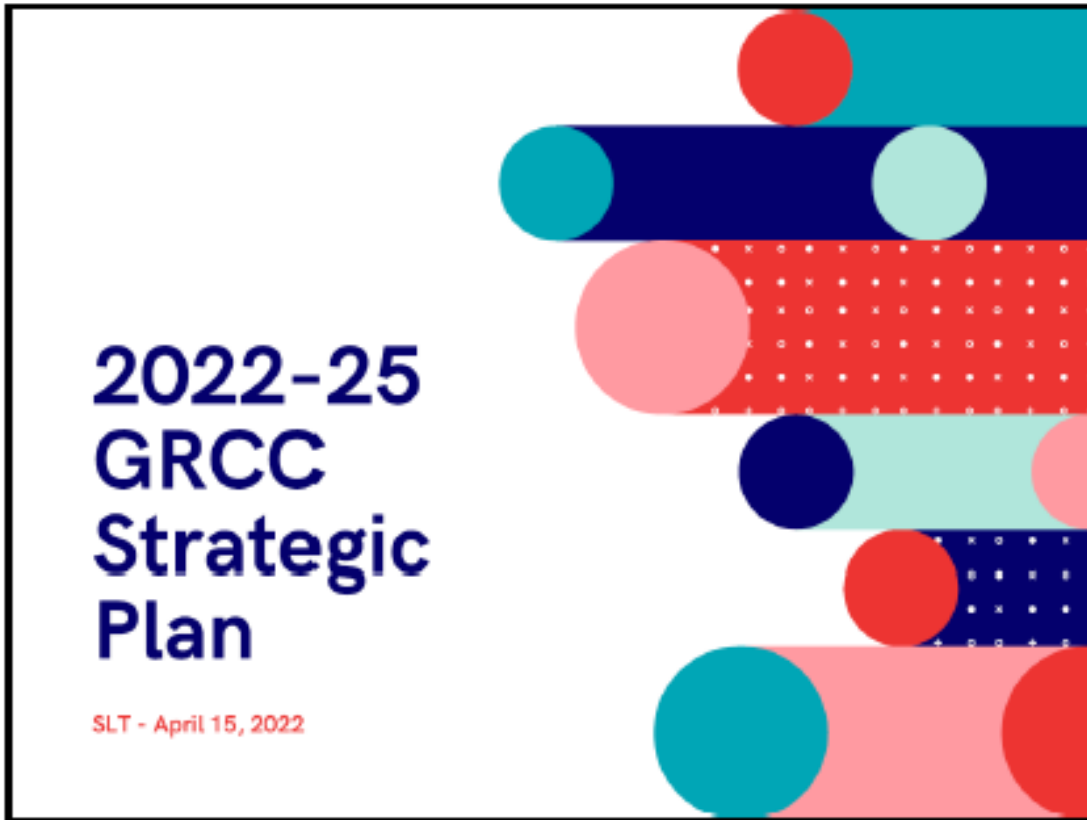
Following the Board's approval of the 2022-25 GRCC Strategic Plan, the SLT Executive Team will coordinate with the President's Office to implement the framework outlined above, beginning with the following actions: identify and recommend goal co-leaders; identify and recommend college actions based on the priorities, CAPs, and co-leaders for action and/or CAP teams to support the accomplishment of each goal; and identify and recommend indicators, then schedule Board monitoring report presentations. These actions will be discussed with and presented to the SLT membership for endorsement beginning with the September 2022 SLT meeting and then in subsequent meetings to fulfill the implementation of GRCC's 2022-25 Strategic Plan.

ACKNOWLEDGEMENTS

Coordinating the implementation, closing, and revision of a strategic plan cycle is no easy feat. In 2021-22, as with years prior, SLT continued to meet regularly and conduct important and relevant discussions to further GRCC's strategic goals and support GRCC students and the larger college community. This work continued and was uninterrupted by the COVID-19 pandemic. We learned new presentation tools and engaged with each other virtually on a regular basis, learning and growing as a team and as colleagues throughout the year. 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 meetings each year. On a more personal note, we wish to thank retired Dean of Institutional Research & Planning, Donna Kragt, for her leadership and service to SLT. Jim Schafer also provided key technical support before his retirement from GRCC. Klaas Kwant then served SLT in this capacity and offered a new virtual space for us to meet. Many members also volunteered as note takers and moderators during the many table discussions and external feedback sessions held to inform the next strategic plan. The Institutional Research department provided data and information to support goal monitoring reports and SLT meeting discussions throughout the duration of the 2018-22 strategic plan cycle. LaKenya Gissendanner continued to provide essential administrative support to SLT and the SLT Executive Team. The SLT Executive and Funding 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 CAPs. Finally, and most importantly, SLT at GRCC is the standard that it is because of the faculty, staff, and student members and their commitment to serving our college and community.

APPENDICES

Appendix A - 2022-25 GRCC Strategic Plan presentation endorsed by SLT in April 2022



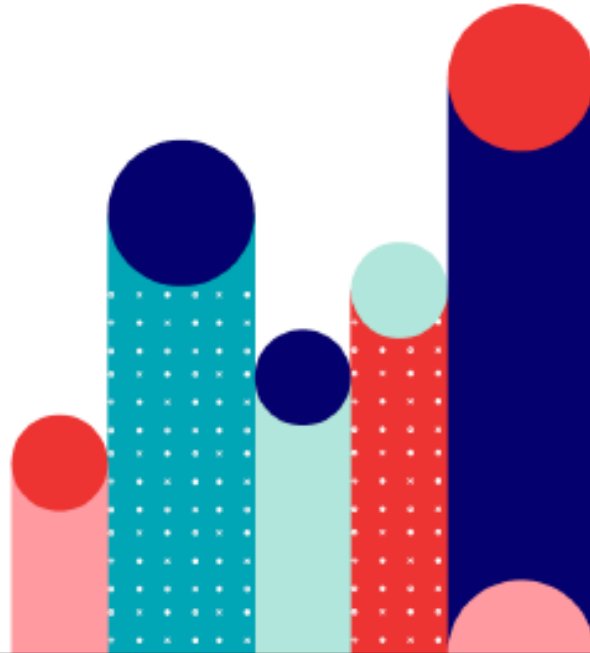
Framework

Retain Vision, Mission, Values, & 5 Goals

SLT Charge: Review, Update Goal Statements and Components

SLT Fulfillment of Charge

- Updated Goal Statements
- Priorities for 5 Goals
- CAPs 1.1, 3.4, and 5.3 will continue into next plan



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.

- 1 Adult Learners
- 2 Scheduling/course offerings
- 3 Inclusive learning environments at GRCC






Goal 2: Completion & Transfer

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

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



Goal 3: Equity

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

- 1 Supporting students' basic needs and mental health
- 2 Institutional ethos on equity and inclusion
- 3 Scaling up representation of historically underrepresented faculty and staff, including retention and belonging
- 4 Higher ed pipeline for students, including promoting the value of higher education and college readiness with our community partners



Goal 4: Community Impact

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

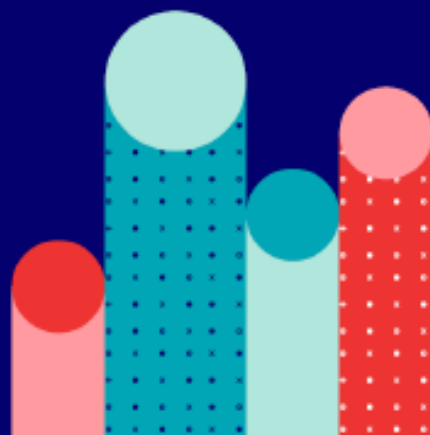
- 1 Strategic Enrollment Management Plan
- 2 Lakeshore Hub
- 3 K-12 partnerships with GRCC and area businesses (Kent and Ottawa Counties)



Goal 5: Infrastructure & Sustainability

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

- 1 Human Resources, including inclusivity in college-wide committees/initiatives, wellness, and mental health
- 2 Balance of physical space and technology
- 3 Sustainability



This Plan Acknowledges:

- 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

Next Steps

1

SLT Endorsement,
Presentation to
President Pink &
BOT

2

Identify,
Recommend Goal
Co-Leaders, College
Actions, CAPs, and
Co-leaders for
Action, CAP Teams

3

Identify, Recommend
Indicators & Implement

Discussion

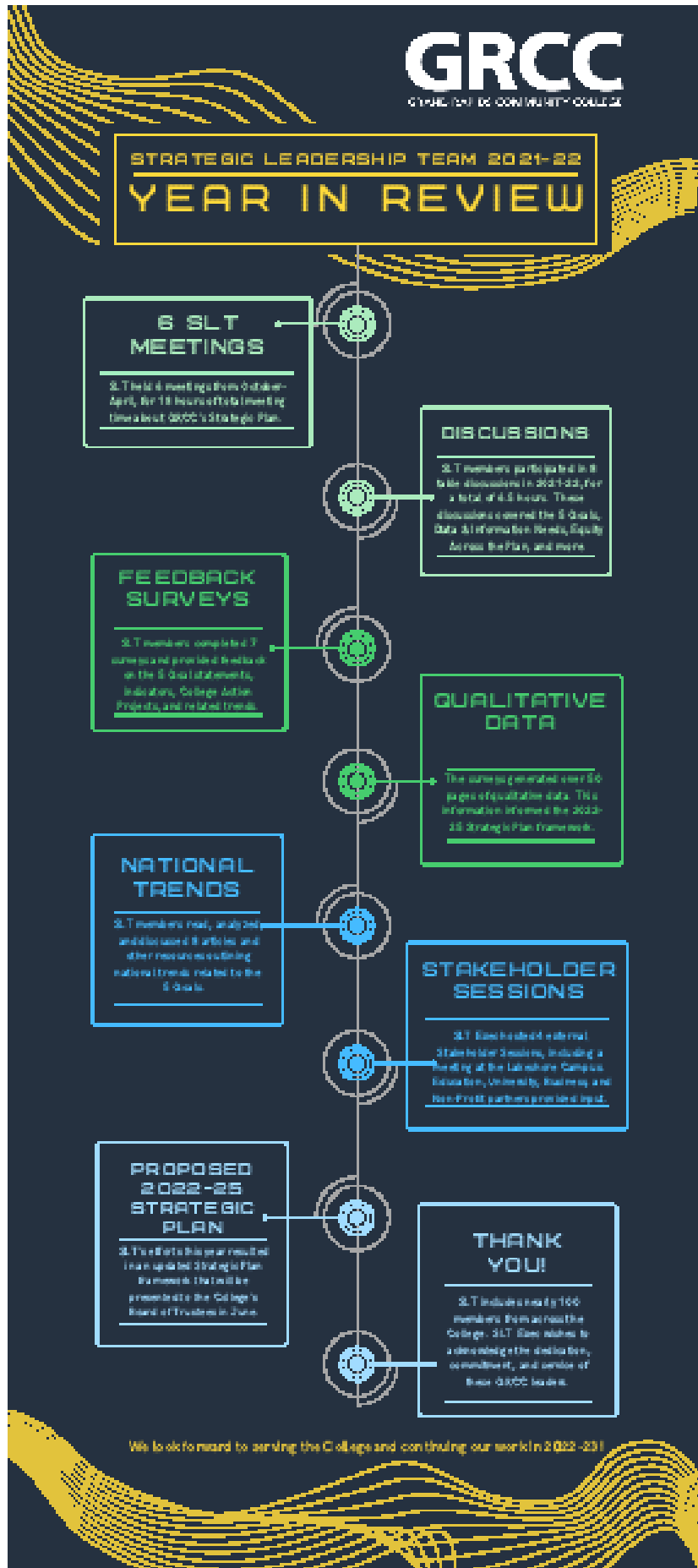
What comments or questions do you have about the Goal Priorities?
Did we miss anything?

What comments or questions do you have about the next steps?

SLT Endorsement of Plan

Thank you for the work that you do!

Appendix B - 2021-22 Strategic Leadership Team Year in Review Infographic



Appendix C - 2018-22 Strategic Plan CAPs & Accomplishments

College Action Project (CAP)	2018-22 Strategic Plan Accomplishments*
<i>Goal 1: Teaching & Learning</i>	
1.1 Schedule and Program Optimization	Collected and analyzed data from internal and external sources, including from GRCC students; CAP will continue into the next plan and focus on implementation of updating schedules, advising students, and communicating new opportunities to better serve our students
1.2 Strengthen Our Systems for the Assessment of General Education	Graduated from HLC Assessment Academy with high regard for project outcomes; implemented new general education learning outcomes in GRCC curriculum; CAP has been institutionalized as a standing college-wide team
1.3 Expand and Improve Outcomes in Online Learning	Updated GRCC distance learning standards and guided related policy reviews; modified distance learning training and assessment; CAP work embedded into distance learning practices, including professional development
<i>Goal 2: Completion & Transfer</i>	
2.1 Implement the Academic Pathways Model at GRCC	Embedded Academic Pathways Model into all systems and processes related to student enrollment, persistence, and completion; CAP has been institutionalized as a standing college-wide team
2.2 Establish and Implement a New Model for Academic Advising	Implemented case management advising model and student success management system (EAB Navigate); CAP work embedded into GRCC advising practices, including alignment with academic departments in ASA reorganization
2.3 Improve the Student Transfer Experience	Updated and reviewed transfer-related processes and policies; Expanded GRCC's "culture of transfer" and informed relationships with four-year partners; Project goals achieved and CAP closed in 2021; CAP has been institutionalized as a standing college-wide team

College Action Project (CAP)	2018-22 Strategic Plan Accomplishments*
<i>Goal 3: Equity</i>	
3.1 Close Achievement Gaps/Accelerate Achievement for Student Segment Groups	Identified student achievement gaps and supported programming to impact student retention, completion, and overall success; Project goals achieved and CAP closed in 2019
3.2 Build an Inclusive Campus for All	Implemented professional development trainings related to equity, including Intergroup Dialogue and Courageous Conversations; Designed classroom resources for faculty; Equity Goal and focus in next Strategic Plan will encompass CAP
3.3 Establish a Single Stop Center Connecting GRCC Students for Food, Housing and Emergency Cash	CAP work embedded into GRCC's Culture of Care, institutionalized via proposal to the executive leadership team, and resulted in approved positions to support a Single Stop Center model
3.4 LGBTQ+ Inclusive Fundamentals Team (LIFT)	New project activated in Fall 2021 and launched with National Coming Out Day event on campus; Completed Campus Pride index and internal data review; sponsored professional development sessions; CAP will continue into the next plan
<i>Goal 4: Community Impact</i>	
4.1 Establish a Career and Resource Center	Proposed career and resource center model to the executive leadership team; project goals achieved and CAP closed in 2020
4.2 Create a System to Identify and Recruit Youth	Proposed recommendations for serving opportunity youth in a systematic way; identified data needs; supported partnerships with external groups and internal GRCC teams/CAPs project to further this work; goals achieved and CAP closed in 2021

College Action Project (CAP)	2018-22 Strategic Plan Accomplishments*
<i>Goal 4: Community Impact</i>	
4.3 Increase K-12 Connections to Early College, Middle College, and Dual Enrollment Options	Guided related policy reviews and initiatives; led professional development efforts for faculty and staff; supported first steps for Middle College program accreditation; project goals achieved and CAP closed in 2020
4.4 Defining Partnerships	Consolidated information on community partners across the college; Reviewed previous community survey data and identified areas for positive impact and action; CAP work embedded into college practices
<i>Goal 5: Infrastructure & Sustainability</i>	
5.1 Improve Campus Safety and Security	Identified security gaps and closed those gaps where possible; increased both physical and data security through project achievements; project goals achieved and CAP closed in 2020; CAP work institutionalized within the primary GRCC departments responsible
5.2 Investigate the Effectiveness of the Current Campus Enterprise System (PeopleSoft)	Submitted report to the executive leadership team; requested the College institutionalize the work by continuing to monitor for enterprise replacement readiness indicators
5.3 Implement a CampusWide Sustainability Effort	Conducted review of campus sustainability and greenhouse gas inventory; promoted campus improvements to facilities regarding sustainability; supported LEED certification of recent building renovations; CAP will continue into the next plan

*Unless indicated otherwise in the table above, all CAPs that will not be continuing into the next plan will close during Summer 2022. The accomplishments above illustrate how the project goals were achieved for each and/or the work has been embedded into existing GRCC processes, therefore, a separate action project is no longer appropriate.