Kalamazoo Valley Community College

Fiscal Year 2016
Strategic Planning Document

Board Planning Meeting
June 30, 2015
Summary

Kalamazoo Valley Community College (KVCC) will continue to be a leading community college in the state of Michigan. Remaining ever faithful to its mission, KVCC will operate in ways that help prepare students for a future that looks very different from today.

KVCC will promote a culture of engagement, inclusivity, collaboration, and accountability. Committed to continuous quality improvement, KVCC will measure and track key performance indicators in order to identify, plan and execute initiatives that will support student progress, success, graduation, and job placement.

With high levels of student achievement and state/national level demonstration initiatives, KVCC will be viewed and sought out as an influential leader in community college education, serving as a resource to community, legislative, workforce development, and higher education leaders.

KVCC’s vision will be achieved through initiatives carried out in four key focus areas: Academic and Student Success, Operational Excellence, Employee Engagement, and Financial Performance.

KVCC’s efforts and quality achievements will insure that the college is well positioned for the future. Through its innovation and efforts to measure, track, analyze and improve, KVCC will be recognized as a compelling force in community college education.

Mission, Vision, and Values

Mission
We are committed to enriching the lives of our students and communities through quality educational programs and services.

To accomplish these ends, we will:

- Support student goal achievement through access to learning experiences and assessment.
- Support a balance between a comprehensive curricular base and innovations in education, personal development and technology by strategically utilizing resources.
- Provide curriculum and supportive services relevant to the needs of individuals, enterprise and government.
- Maintain a learning environment built upon the inclusivity of ideas of all cultures and ethnic backgrounds.
- Support economic vitality and stability through development of a skilled local workforce.
- Integrate the components of campus-based instruction, Groves Campus and the Kalamazoo Valley Museum to support student and community needs.

Vision
Over the next decade, Kalamazoo Valley Community College will be a leader in providing highly-regarded, relevant, and affordable services.
VALUES
- Caring and Respect
- Integrity
- Excellence and Quality
- Humor and Well-Being
- Teamwork and Stewardship

Board Goals (Fiscal 2016)
- RETENTION
- LEARNING OUTCOMES ASSESSMENT
- DIVERSITY/INCLUSIVITY
- DEVELOPMENT and INTEGRATION of HEALTHY LIVING CAMPUS
- KVCC RESPONSE TO THE KALAMAZOO PROMISE
- PROGRAM AND SERVICE REVIEW
- SUCCESS RATE OF DEVELOPMENTAL COURSES

Strategic Focus Areas

1. Academic and Student Success

At the core of KVCC’s success is its ability to provide students with an education that equips them with the knowledge, competencies, values, and social skills they need to achieve their career and life goals.

KVCC’s efforts to support the academic success and educational experience of students will be reflected in high levels of student satisfaction, as measured in the Voluntary Framework of Accountability metrics and annual student surveys.

Continually improving retention rates will be achieved through improved student engagement and success and outstanding student services, leading to continually improving rates of credential success/graduation/transfer. KVCC graduates will affirm the success they experienced with high graduation, and job placement rates for career technology programs.

Adapting to student needs and a changing communication technology landscape, KVCC will leverage leading-edge technologies to support student learning. Physical classrooms and online education will be designed to provide a high degree of flexibility and student centered engagement that enhance the learning experience.

KVCC will expand use of accelerated formats such as competency based education, for developmental and college level programs, so that students can complete degrees more quickly, based on their abilities. Also, greater flexibility will be developed within KVCC career technology programs to allow students to change courses without adding significant time toward degree completion.
Based on feedback from employers, KVCC will develop innovative programs that are responsive to the needs of the marketplace. The developmental cycle to bring these programs to market will be weeks instead of months, so as to provide timely employer driven workforce training.

KVCC will be recognized for excellence in its degree programs, achieving and maintaining the highest levels of accreditation. The college will implement articulation based partnerships with select four year colleges and universities, so students can seamlessly and efficiently achieve baccalaureate degree completion. Programs such as Nursing, Culinary, Accounting, and Design will lead the way. The Menus that Matter™ competency based curriculum will be promoted as a model for other areas of the College.

**Initiatives:**
- Guided Pathways
- University Center
- Middle College
- International Outreach

### 2. Operational Excellence

KVCC operations will continue to position the college as a leader in community colleges in Michigan, with strengths in preparing traditional and adult students for baccalaureate transfer and in-demand careers.

Successful initiatives developed to address the needs of racial and ethnic minority groups will be reflected in increased minority enrollment, retention, graduation and career placement. Further, programs that appeal to and support international students will be developed, leading to an increase in international enrollment. The increased diversity of KVCC’s student population will better prepare students to succeed in the global marketplace.

More students will benefit from financial aid and scholarship support, even as KVCC continues to keep its tuition levels among the lowest in Michigan.

Facilities will be maintained to reflect the quality educational product that is being delivered. KVCC will be recognized for:

- leadership in environmental stewardship,
- commitment to effective governance,
- increased awareness and engagement in best practices of sustainability by staff and students,
- increased community involvement, and
- reduced environmental impact of operations.

**Initiatives:**
- Higher Learning Commission Accreditation
- Opening/leveraging of Healthy Living Campus
3. Employee Engagement

To achieve high levels of student academic success and operational excellence requires an active and engaged workforce who demonstrates competencies in service to the college community.

To this end, KVCC compensation, benefits and inclusive work environment will contribute to the college’s recognition as a “great” place to work, allowing it to attract and retain top talent while achieving greater workplace diversity. Internal training programs and strategic planning exercises will strive for increased employee participation rates.

Open communication, succession planning, professional development, employee engagement and support for community service will contribute to a high level of employee satisfaction.

Initiatives:
- Talent and succession planning
- Inclusivity and Diversity

4. Financial

Strong stewardship and management of KVCC finances and resources are necessary to ensure the long-term success of the college.

KVCC will continue to charge tuition rates that are among the most competitive in Michigan. Non-credit programs and corporate education will generate an increasing share of total revenue over time. KVCC will leverage the findings of the Budget Task Force when considering how to maximize efficiencies and eliminate nonproductive activities. All new initiatives will be executed in a financially sustainable manner.

Initiatives:
- Financial Forecasting
- Budget Sustainability

Goals, Objectives, Activities – Board Updates

Board Goals, Objectives and Activities by Focus Area and responsibility are outlined below. Updates on progress, including outcome measurement, will be presented throughout the year at regular Board Meetings. These updates will provide the foundation for the subsequent annual Board Planning Meetings, where strategic planning for future goals, objectives and activities takes place.
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<th>BOARD GOAL</th>
<th>BOARD OBJECTIVE</th>
<th>FY 2016 ONGOING ACTIVITIES</th>
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| KVCC Response to Community and Kalamazoo Promise | Expansion of partnerships with employers, governmental agencies, K-12 schools, and other higher educational institutions and non-profit organizations. | - Expand community awareness efforts both internally and externally  
- Accelerate early/middle college while conducting regular checks on financial sustainability  
- Establish KVCC’s leadership role – Applied Tech, Arts & Culture, Food /Agriculture, Sustainable Communities  
  o Develop a “maker’s space” strategy to foster employer utilization of “state-of-the-art” CCSTEF grant installed equipment  
  o Build national and global partnerships through provision of industry leading safety training  
  o Create training offerings which transform academy programs into demand-driven modules  
- Establish and grow the KVCC University Center  
- Implementation of BHLC Programs  
  o Create a Food Safety Training Center of Excellence  
  o Implement a Food Literacy outreach program for children in an underserved area  
  o Create a continuing education program for health professionals focused on culinary medicine  
  o Launch courses, certificates, degrees, and 2+2 offerings in culinary arts and sustainable brewing |
| Success Rate of Developmental Education | Inclusion of developmental strategies in the college’s strategic plan and budget allocations to improve retention. | - Create a comprehensive across the college retention plan  
- Modularize developmental math and English  
- Scale developmental offerings consistent with promising findings |
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<td>Program and Service Review</td>
<td>Increased resources devoted to more rapid curricular change and streamlining of the current curricula. Strong emphasis should be placed on guided pathways.</td>
<td>• Develop plan for program maps for all programs of study using “guided pathways”&lt;br&gt;• Develop a plan for evaluating career pathways, career advising, graduate data collection, job placement, etc.&lt;br&gt;• Participate in Guided Pathways, Cohort II&lt;br&gt;• Implementation of Guided Pathways in all BHLC offerings - Meta majors and wrap around services</td>
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<td>Retention</td>
<td>Stacked credentials or career ladders; alignment of short-term certificate programs, associate degree programs, and baccalaureate programs in a career cluster; allowing students to ‘stop-out’ for employment while continuing through education in a chosen field.</td>
<td>• Use technology tools to remain connected to all past and present students suggesting life-long learning opportunities – (Amazon-KVCC model)</td>
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<td>Success Rate of Developmental Courses Retention</td>
<td>Screening in: structured, supportive, and individualized approaches to new student admissions; assessment, orientation, and academic advising that screens students in rather than screens students out.</td>
<td>• Implement new placement system&lt;br&gt;• Replacement of Compass/ACT with HS grades or SAT ACCUPLACER</td>
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<td>Learning Outcomes Assessment</td>
<td>Greater emphasis on data-informed decision making, using analytics to identify patterns in community workforce and economic trends, as well as changing student career needs to inform curricular and teaching/learning improvement decisions.</td>
<td>• Develop and implement an integrated learning outcome system that includes a means of documenting learning outcomes, assessment results and actions for improvement at the course and program level&lt;br&gt;• Develop a plan for evaluating career pathways, career advising, graduate data collection, job placement, etc.</td>
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FINANCIAL, and EMPLOYEE/ STUDENT ENGAGEMENT— GOALS, OBJECTIVES and FY 2016 ACTIVITIES

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<td>Ongoing Operational Excellence (part of Ongoing Fiduciary Responsibility)</td>
<td>• Develop our budget forecasts that include expansion with revenue along with operation efficiencies</td>
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<td>Diversity/ Inclusivity</td>
<td>A developed plan for increased diversity in the work force and student body that demonstrates successful outcomes.</td>
<td>• Increase international students</td>
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