

HLC Criterion 4 – Institutional Sustainability: One-Page Briefing

Kalamazoo Valley demonstrates integrated governance, fiscal strength, and systematic quality improvement processes. Through well-defined structures, responsible stewardship, and data-driven planning, the College maintains operational stability while continuously enhancing student success, equity, and institutional vitality.

Effective Administrative Structures (4.A)

1. Administrative structures—including standing committees, councils, and shared-governance bodies—provide transparent, documented decision-making aligned with the 2023–2027 Strategic Plan.
2. Formal charters and archived minutes ensure clarity of scope, accountability, and continuity across cross-campus committees.
3. Curriculum oversight is maintained through the Academic Leadership Council, Course & Curriculum Committee, and Program Review, ensuring faculty leadership in academic quality.
4. Advisory committees across occupational programs ensure alignment with workforce needs and labor market expectations.
5. Administrators Plus and the President’s Cabinet support institution-wide coordination, strategic alignment, operational leadership, and policy implementation.

Resource Base & Sustainability (4.B)

1. Financial health strengthened significantly, improving unrestricted net position from a 2016 deficit to a positive balance by 2025.
2. Diversified and stable revenue sources—property tax millage, state appropriations, and tuition—support long-term financial resilience.
3. Structured, hybrid zero-based budgeting ensures responsible allocation aligned with strategic priorities.
4. Capital planning uses formal prioritization tied to Strategic Plan and Facilities Master Plan.
5. Personnel investments include professional development funds, position control systems, and a phased compensation study to strengthen institutional capacity.

Planning for Quality Improvement (4.C)

1. Strategic planning is systematic, equity-centered, and grounded in data from enrollment, assessment, financial analysis, and external environmental scanning.
2. KPI teams use problem-statement methodology and continuous-improvement cycles to strengthen institutional systems.
3. Data governance initiatives, including the Data Governance Committee and Edify analytics platform, expand institutional data literacy and decision-making capacity.
4. Institutional Research leads evidence collection through intake surveys, graduate and employer surveys, CCSSE/CCFSSE, and financial wellness studies.
5. Continuous improvement efforts include advising redesign, mandatory orientation, financial support programs, and renewed student-voice mechanisms.