
2023-2027 STRATEGIC PLAN

2024 - 2025 Year Three Update

The Year Three report for the five-year strategic plan is not cumulative and focuses solely on updates and progress specific to the third year. It does not include or summarize achievements from the second year.

Updated Sept. 30, 2025

Kalamazoo**VALLEY**TM
community college

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 Career and Technical 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.

The most significant advancement this year was the college's selection of EAB Solutions - Edify, a comprehensive data management platform that will serve as the cornerstone of our data governance efforts. This key milestone positions us to begin establishing common data definitions, as well as reviewing and implementing policies and procedures to ensure the responsible, consistent, and strategic use of institutional data.

Edify will allow the college to integrate data from multiple systems into a centralized and accessible environment—improving data accuracy, minimizing duplication, and creating a reliable “single source of truth” for reporting and analysis. With enhanced data visibility and consistency, the platform will support more timely and informed decision-making across departments.

As implementation moves forward, the Data Governance Team will lead efforts to align stakeholders, set data standards, and promote a culture of data-informed practice throughout the institution.

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.

The Kalamazoo Valley intake survey was re-integrated into the college's data collection efforts for Fall 2023 enrollees. Although the goal focuses on new students, the survey was administered to nearly all fall enrollees, including new and returning students, to better understand and address student needs. This basic needs assessment asks students to self-report on topics such as childcare, program confidence, employment status, transportation, and other potential barriers to degree attainment. The college has taken a number of steps to ensure this information is utilized to improve the student experience, including targeted electronic communication campaigns and providing responses to student support professionals who use the information to direct students to crucial on- and off-campus resources.

During the Fall 2024 semester, 98.2% (2,225 out of 2,265) of students new to Kalamazoo Valley completed the needs survey. In addition, 98.4% (4,014 out of 4,081) of returning students completed the needs survey, bringing overall response rate to 98.2%. Recommendations from the Excellence in Academic Advising team led to the integration of student-level survey responses within the Student Information Center. This allowed student success professionals to access important details about hidden barriers students faced and direct them to supportive resources.

- > Increase the percentage of students needing developmental mathematics course who complete a college-level mathematics course by 5%.
- > Increase the percentage of students needing developmental English course who also complete a college-level English course by 5%.

The Voluntary Framework of Accountability (VFA) is the data collection arm of the American Association for Community Colleges. VFA measures include the review of developmental education outcomes in the areas of math and English. Developmental education reform has shifted the college's course offerings for students placing below college-level mathematics and/or English. It is crucial that the college closely monitors outcomes relating to developmental education to determine the effectiveness of modified delivery methods and how to continue refining the support for students enrolled in developmental classes.

The most recently available outcome measures from VFA capture the Fall 2021 cohort. Of those needing developmental mathematics, 20.1% completed college-level mathematics. This is a decrease to the baseline measure of 22.5% for the Fall 2020 VFA two-year cohort. Of those needing developmental English, 40.6% completed college-level English. This is an increase to the baseline measure of 38.3% for the Fall 2020 VFA two-year cohort.

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.

In 2024 - 2025, Administrators Plus KPI teams continued collaborating on the further development of strategic KPIs. Each team began the development of KPI action plans and carried out initial implementation steps. Dr. Washington met with each KPI team for coaching - reviewing progress, posing questions about design and offering suggestions for continued work.

KPI aligned to Strategic Goal One

By 2026, Kalamazoo Valley will have developed a student-centered academic schedule that maximizes opportunity in all semesters, for degree-seeking students, guest students, community education participants and all other learners.

Plan highlights:

- Development of common scheduling definitions.
- Assessment and recording of all facility features.
- Further review and utilization of Ad Astra scheduling technology.
- Establishing common scheduling guidelines/parameters.

KPI aligned to Strategic Goal Two

By December 2024, Kalamazoo Valley will have established a baseline measure of student belongingness and engagement.

Plan highlights:

- Formed a guiding question: Do students at Kalamazoo Valley feel welcomed and included?
- Administered of sense-of-belongingness student survey(s). Assessed of Community College Survey of Student Engagement (CCSSE) Culture of Caring survey items.

KPI aligned to Strategic Goal Three

Operationalize the Community Connections list developed by the Excellence in Academic Advising Workgroup to establish a system for ongoing data collection, regular maintenance, resilience-building, gap identification and resolution and enhanced internal communication.

Plan highlights:

- Create a centralized database of external collaborative partners to capture engagement points, document referral processes, and identify opportunities to prioritize, reallocate, or align resources.
- Track data on the impact of partnerships on student success and evaluate their effectiveness (e.g., semester-long bus pass initiatives).
- Pursue additional grant opportunities and develop sustainability plans for grant-funded efforts.

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.

Academic Year	Reviewed	Up for Review
2022-2023	22	
2023-2024	11	1
2024-2025	8	3
2025-2026		12
2026-2027		6
2027-2028		8

To date, 58% of Cabinet Member Operating Policies (CMOPs) have been reviewed. During the 2024-2025 academic year, eleven CMOPs were discussed and three continue to be in-process.

C. Decrease the percent of new students not successfully completing at least one credit in their initial term of enrollment at the college.

- > Decrease the percent of new students not successfully completing at least one credit in their initial term of enrollment at the college to 18% by 2027.

This metric aims to generate energy around practices that assist students in achieving high levels of course success throughout their first semester of enrollment. This measure is grounded in equity as students failing or withdrawing from all courses in their first term are disproportionately part-time enrollees and disproportionately students of color. Students that fail or withdraw from all registered courses in a single semester are regularly suspended from federal financial aid and lose access to many other funding sources (e.g. MI Reconnect). The college also recognizes that early momentum metrics like this are key predictors of long-term success outcomes such as retention and graduation rates.

The baseline for this measure was 20.6% for the Fall 2022 cohort. The Fall 2024 cohort remains at 20.6%, holding steady as we continue working towards the goal.

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 the 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.

In 2024–2025, collaborative efforts between the college and the greater Kalamazoo community continued:

Articulation Agreements

Kalamazoo Valley celebrated an expanded partnership with Grand Valley State University that:

- Establishes clear, seamless pathways to bachelor's degrees in high-demand fields such as healthcare, education, and sustainability.
- Features innovative initiatives like the AI Transfer and Articulation Infrastructure Network (ATAIN), designed to streamline credit transfer.
- Enhances KVCC's academic offerings while supporting Michigan's evolving workforce needs.
- Formalizes the Valley-to-Valley relationship, creating more opportunities for students to achieve their educational and career goals locally.

Community and Industry Engagements

- Credit for Prior Learning: An agreement with Michigan Community Technical Institute (MCTI) now allows Computer Information Systems (CIS) students to earn credit for industry-recognized credentials, enabling faster degree completion at a reduced cost.
- Apprenticeships: Apprenticeship programs have been launched in partnership with Greenleaf Hospitality for the hospitality and culinary fields, and with Bronson Healthcare to support Licensed Practical Nurse (LPN) training.

Expanded Internships

New partnerships are giving students hands-on experiences tied to their fields of study:

- Farrand Hall: Culinary internships with top chefs.
- Dorrance Ford: Automotive dealership experience.
- Southwest Michigan Land Conservancy: Fieldwork for horticulture students.
- Siegfried Crandall P.C. & BKC Public Accountants: Placements in accounting and business environments.

Technical & Energy Sector Collaborations

- NextEra Energy: Expanded collaboration integrates their training team into our curriculum, connecting students to the largest U.S. electric utility and its renewable platforms.
- EDP Renewables: A pending agreement would make us the only Wind School in the country offering up-tower experiences alongside Wind Technicians, setting a new benchmark for experiential learning.

- 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.

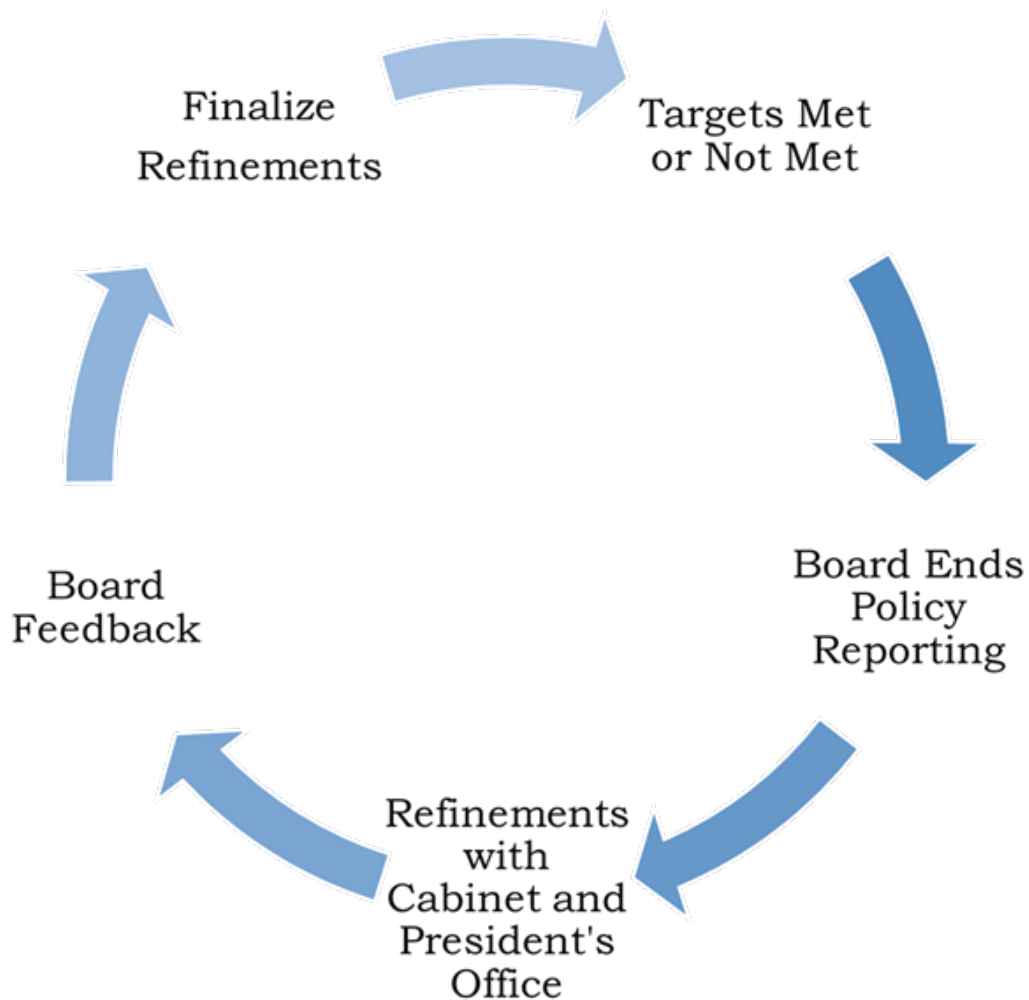
The college has 21 advisory committees focused on career academic programs. In Fall 2023, seventy-nine advisory committee surveys were collected, which is a 21.5% increase from 65 responses the prior year. The survey responses were used by programs to complete Activity 4 of the Program Review process which is focused on program relevance and forecasting.

The advisory committee survey is distributed in coordination with the Perkins Comprehensive Local Needs Assessment, which takes place every two years, and the program review cycle, which begins new cohorts every two years. The next advisory committee survey will be conducted in Fall 2025 and results will be included in the 2026 Strategic Plan Update. The college’s goal is to continue to increase the number of responses to the survey. To meet this goal the college is strengthening relationships with advisory board members through consistent engagement and an annual event.

Year	Number of Responses	Percent Increase from Prior Year
2022	65	-
2023	79	21.5%
2024	95	20%

THE STRATEGIC PLAN IS DYNAMIC

The strategic plan is a cycle of feedback and continuous improvement. We remain focused on our progress and making adjustments, as needed, to keep us focused on achieving our goals for the next five years.



Kalamazoo**VALLEY**[™]
community college

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