



# College Plan for 2010

**Effective: August 2004**  
**Updated: October 2004**

**Introduction**

**Mission/Vision/Values/Strategic Outcomes**

**College Planning Model**

**Learning College Principles**

**2010 Outlook**

**Strategic Priorities/Direction and Work Plans**

**Strategic Priority #1**

**Strategic Priority #2**

**Strategic Priority #3**

**Strategic Priority #4**

**Strategic Priority #5**

**Strategic Priority #6**

**College Dashboard**

**APPENDIX A: Glossary**

**APPENDIX B: College Values Definitions**

## INTRODUCTION

In March 1999, GRCC used a whole-systems approach to create a new mission, vision, values, strategic outcomes, and strategic plan. The whole-systems engagement process, lead by the Board of Trustees included community groups, students, and staff and resulted in one of the most significant and comprehensive strategic planning process ever undertaken by the college. For the past five years, the college has been implementing the plan. Individual staff and faculty provide quality instruction and services to support students and their learning. Administrators set goals, identify priorities and allocate resources to meet goals. The Strategic Planning team, made up of employees throughout the college, monitor progress of the plan and listen to stakeholder needs. The Board of Trustees monitors progress on the strategic outcomes and continues the direct connection to constituents by hosting Community Conversations to receive input on the college's progress and effectiveness.

In 2003-04, the College Leadership Council met to review the Strategic Plan to ensure its continuing relevance and to create a vision and direction extending to 2010. The Council reviewed environmental scanning documents, data from student forums and surveys, results from Community Conversations, findings from staff surveys and Learning Day conversations, summary data from Strategic Planning team work sessions and community visitations, and outcome results as reported in monitoring reports to draft a working vision statement for 2010. The draft was later revised based on input from Strategy Team, other college teams, and the campus at large. During the spring and summer months of 2004, a wide variety of teams, departments, and units met in planning sessions to finalize work plans and action projects for each strategic priority.

Progress will be monitored by reviewing progress on key indicators through our College Dashboard System. Our Strategic Direction Work Plan will be reviewed, revised, and updated annually by the Strategy Team and College Leadership Council with campus-wide input. GRCC is committed to using the plan to guide budgeting, marketing, planning, and program and service changes and enhancements.

## **MISSION**

Grand Rapids Community College provides the community with learning opportunities that enable people to achieve their goals.

## **VISION**

Grand Rapids Community College is a vibrant institution of higher education dedicated to enriching people's lives and contributing to the vitality of the community.

## **VALUES**

Responsiveness  
Accountability  
Innovation  
Diversity  
Excellence  
Respectfulness  
Service

## **STRATEGIC OUTCOMES (ENDS)**

*(Long term planning horizon 5 – 10 years)*

*We fulfill our mission and learning college principles by accomplishing the following ends:*

### [Transfer and Articulation](#)

We will provide quality liberal arts and transfer programs that enable students to continue their education successfully at other institutions.

### [Workforce Development](#)

Students achieve the skills necessary for success in the workplace, today, tomorrow, and into the future.

### [Developmental Education](#)

We prepare developmental students for college and/or work. All students are encouraged, supported, and given opportunities and the means to reach their goals within their own learning styles.

### [Flexible Learning](#)

We meeting the needs of the community by providing flexible learning opportunities in a timely manner.

### [Lifelong Learning](#)

We assist persons who want to continue, renew, or enrich their learning throughout their lives.

### [Community Outreach](#)

We serve the community as a quality educational resources providing leadership in response to the expressed needs of the community.

### [Community Partnerships](#)

We actively collaborate with the community through partnerships and services.

### [Diversity](#)

We promote an understanding of diversity for all people in a quality, respectful, motivating environment.

**COLLEGE PLANNING MODEL**

Mission, Vision, Values and Ends

**College Level Improvement**

**Department Level Improvement**

**Visioning**

**Evaluation**

**Implementation**

**Planning**



Communication between college & dept. levels.

## **LEARNING COLLEGE PRINCIPLES**

*This set of external standards describes the principles to which premier community colleges aspire.*

### **The Learning College:**

- creates substantive change in individual learners**
- engages learners in the learning process as full partners who must assume primary responsibility for their own choices**
- creates and offers as many options for learning as possible**
- assists learners to form and participate in collaborative learning activities**
- defines the roles of learning facilitators in response to the needs of the learner**
- succeeds only when improved and expanded learning can be documented for learners**

**Source:** O'Banion, Terry. 1999. Launching a Learning-Centered College. League for Innovation in the Community College.

## 2010 OUTLOOK

By the year 2010 Grand Rapids Community College will create winners by:

- Being a premier community college that anticipates the educational and workforce development needs of its service region.
- Infusing a strong liberal arts experience into all curricula in order to enhance the learning experience
- Operating in a highly innovative manner rewarding creativity in improving processes and outcomes
- Being a comprehensive educational institution continually adapting to an ever changing student body, reflecting the diversity of Kent county and meeting the educational needs of all its students.
- Offering courses and programs, which are flexible and responsive to learner needs on a 24-hour, seven-day per week basis using all appropriate instructional delivery systems.
- Partnering with educational institutions, businesses, and community organizations to prepare students for employment & transfer.
- Hiring faculty and staff who meet world-class standards, pays them competitively, and provides professional development as investment in a high-quality teaching and learning environment.
- Anticipating and exceeding the benchmarks of instructional methodologies and educational technologies
- Providing facilities and comprehensive learning resources that reflect the educational, social, cultural, and recreational needs of its students and the community it serves.

## **STRATEGIC PRIORITIES/DIRECTION AND WORK PLAN**

*To accomplish our 2010 Outlook, the following strategic priorities have been established for 2004-2006. The Strategic Direction is updated annually to respond to changing conditions and take advantage of new opportunities. (Shorter term planning horizon: 1 – 3 years)*

### **1. Improve the learning process**

- Develop academic systems that support students from where they are to where they want to go
- Expand and improve the learning environment
- Expand and improve the instructional process
- Establish a culture of evidence to guide improvements

### **2. Redesign services to increase learner success**

- Support learners through quality learning support services, flexible scheduling, appropriate advising, and innovative instructional delivery methods
- Promote holistic student development, emphasizing commitment to lifelong learning
- Create an inclusive learning environment for diverse student populations

### **3. Advance the college's shared values through the cultivation of individual and organizational learning**

- Cultivate an organizational culture in which RAIDER values guide decisions and behaviors.
- Build an organizational system that ensures alignment of college policies, procedures, and practices with institutional values
- Recruit, hire, and support employees to provide excellent service
- Provide for a comprehensive professional development program to ensure that college employees have the skills, knowledge and abilities to support the college mission

### **4. Leverage technology to cultivate an inspired learning environment for our students, staff, and community**

- Create collaborative, flexible, and individualized learning experiences for our students, employees and the community
- Provide seamless, anytime, anywhere access to resources, information, and technology support
- Create and implement best practice in the use of technology
- Create organizational structure and human resources to support our vision for technology

### **5. Grow, allocate, and protect our resources wisely to assure the fiscal health of the College**

- Expand the resource base including employees, students, community organizations and individuals that supports institutional growth and vitality
- Develop leadership and organizational strategies that provide for mission-based. Learning centered institutional allocations to promote and enhance learning
- Implement organizational strategies that provide for resource protection

### **6. Strengthen relationships with our community partners as we work together to create a better future.**

- Build community awareness including branding, image building, community perception of impact and value-added, communication and messaging
- Provide opportunities for Community Service including outreach, civic activities, public service and stewardship

**GREEN – Project is on target and within timelines.**

**YELLOW – Project is behind timelines, but still expected to be completed during 04-05**

**RED – Project is stalled or so behind timeline that it is not expected to be completed in 04-05.**

## **Work Plan for Strategic Priority 1: Improve the learning process**

In the year 2010, GRCC is the college of choice and a national community college model because we are entirely focused on learning, providing learning experiences that balance rigor and relationship, safety and risk, community and individual, liberal arts and workforce development. As an institution of higher education, we maintain a firm commitment to freedom of inquiry through a broad range of programs providing students with both breadth and depth in their learning experiences.

We realize this vision by being learning-centered, by providing access to higher education to all people, and by creating richly diverse learning situations both inside GRCC and in the larger community.

### **1.1 Develop academic systems that support students from where they are to where they want to go**

- Encouraging and supporting on-going faculty professional development (including internships) so faculty remain current in both their content area and their teaching skills.
- Encouraging and supporting on-going professional development of support staff so they remain current in their areas of expertise and their ability to form connections with students.
- Integrating individualized academic planning and career counseling.
- Maintaining high expectations in a nurturing learning environment.
- Affording multiple instructional delivery options and using technology to assist students in the achievement of their goals.
- Cultivating strong support systems for building connections. i.e., faculty to student, student to student, student to faculty and faculty to faculty.
- Maintaining class sizes that are conducive to learning.
- Developing and implementing processes that value and validate prior and current learning of ALL learners.
- Linking with K-12, transfer institutions and the workplace to create pathways to college.
- Providing learning experiences that are appropriate for adult learners.
- Insuring an optimal mix of full-time and part-time faculty to embrace all faculty roles, including advising, curriculum development, and college strategic planning.
- Using assessment data to inform curricula that effectively support the attainment of student-learning goals.
- Initiating programs that assist all learners (including under-represented groups) in overcoming barriers to academic success.
- Providing a continuum of learning opportunities including non-credit and credit bearing options.

#### **Three-Year Action Projects**

<b>Objective</b>	<b>Project</b>	<b>Year</b>	<b>CLC Champion</b>	<b>Project Leader</b>	<b>October 04 Status</b>	<b>January 05 Status</b>	<b>April 05 Status</b>	<b>July 05 Status</b>
1.1.1	Implement student success strategies as outlined in Title 3 grant	1	Patti		Yellow			
1.1.2	Improve and deploy process to provide credit for prior learning	1	Velvie		Yellow			
1.1.3	Link with K-12/workplace/transfer colleges to strengthen career pathways	1	Tina H	Diane P	Yellow			

Objective	Project	Year	CLC Champion	Project Leader	October 04 Status	January 05 Status	April 05 Status	July 05 Status
1.1.4	*Continue to implement new joint programs with other colleges and universities	1	Judy/Rick		Green			
1.1.5	Assess effectiveness of academic scheduling	1	Velvie	Asst. Deans	Green			
1.1.6	Redefine Academic Foundations program	1	Rick	Linda S	Yellow			
1.1.7	Provide and promote a continuum of learning options (from non credit to credit)	1	Judy	Andy	Green			
1.1.8	Identify new instructional programs in both School of AS and School of WD	1	Rick, Judy, Andy		Green			
1.1.9	Continue to facilitate seamless transfers to other colleges*	1	Tina H	Kathleen O	Green			
1.1.10	Strengthen the ESL program	2	Rick	Lenora				

## 1.2 Expand and improve the learning environment

- Establishing a Lifelong Learning Center with responsive, financially sustainable programs that appeal to all ages.
- Provide learning spaces (both instructional and non-instructional) that are conducive to good learning
- Exposing students to diverse cultures, backgrounds and experiences.
- Representing a microcosm of the community served.
- Establishing a process to implement financially sustainable and responsive outreach centers.
- Maintaining a strong presence in the area.
- Establishing off-campus enrollment goals in an effort to ease the management of student population growth at the main campus.
- Tailoring curriculum and program offerings to the needs of the community.

### Three-Year Action Projects

Objective	Project	Year	CLC Champion	Project Leader	October 04 Status	January 05 Status	April 05 Status	July 05 Status
1.2.1	Implement the Learning Environment Plan	1	Patti	Laurie F.	Green			
1.2.2	Establish off campus outreach and learning centers	1	Velvie	Lenora	Green			
1.2.3	Establish a Life Long Learning Center	3	Velvie	Deans				

## 1.3 Expand and improve the instructional process

- Develop and deploy policies and process to support quality teaching and learning
- Involve community partners and employers in planning future instructional processes
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### Three-Year Action Projects

Objective	Project	Year	CLC Champion	Project Leader	October 04 Status	January 05 Status	April 05 Status	July 05 Status
1.3.1	Establish policy and create system to implement course prerequisites	1	Mike K (Academic Senate)		Yellow			
1.3.2	Establish a "Think Tank" to promote curricular innovation	2	Mike K (Academic Senate)					
1.3.3	*Continue CARP process	1	Patti		Green			
1.3.4	*Fully implement the Academic Program review and planning process	1	Patti Rick Judy		Green			
1.3.4	Evaluate and improve the telecourse process	1	Patti	Steve A	Yellow			
1.3.5	Develop and deploy minimum use expectations for Blackboard use	2	Patti	Tina L	Yellow			
1.3.6	*Increase the number and type of non-traditional delivery options	2	Patti	ITLT	Green			
1.3.7	Clarify expectations for integrating technology into the learning process	2	Patti		Yellow			

### 1.3 Establish a culture of evidence to guide improvements

- Develop and deploy policies and process to support use of assessment and evaluation
- Develop a culture based from shared priorities from which we create collaborative partnerships, clear communication, and effective knowledge transfer to the campus community
- Use assessment and benchmarking data to plan future use of technology in the classroom and develop teaching strategies accordingly

#### Three-Year Action Projects

Objective	Project	Year	CLC Champion	Project Leader	October 04 Status	January 05 Status	April 05 Status	July 05 Status
1.4.1	*Continue GLO implementation	1	Patti	Jim C Heath C	Green			
1.4.2	*Improve and expand the department annual planning process	1	Donna	Donna	Green			
1.4.3	*Fully implement the college dashboard system	1	Donna	Donna	Yellow			
1.4.4	Use assessment data from GLO's to improve curriculum	2	Patti	Jim C				
1.4.5	Fully implement the GLO assessment model (including assurance that students reach technology general learner outcome)	2	Patti	Jim C				

1.4.6	Implement a Knowledge Management system to track benchmark and environmental scanning data	2	Donna					
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## Work Plan for Strategic Priority 2: Redesign services to increase learner success

### 2.1. Support learners through quality learning support services, flexible scheduling, appropriate advising, and innovative instructional delivery methods.

- Engage learners as full partners in the learning process by assessing student goals and learning outcomes and reporting results to them and their learning facilitators.
- Develop systems to use assessment and other data to identify needs of learners and to document improved and expanded learning.

#### Three-Year Action Projects

Objective	Project	Year	CLC Champion	Project Leader	October 04 Status	January 05 Status	April 05 Status	July 05 Status
2.1.1	*Open Enrollment Center to include full implementation of the street-to-seat model (including necessary technology support and applications)	1	Tina	Tina	Yellow			
2.1.2	Develop and deploy a comprehensive Student Ambassador program	1	Tina	Eric M	Green			
2.1.3	Align career resource, career development, and student interest with the academic program including “advising” for prospective students	1	Tina	Tina	Green			
2.1.4	*Develop and deploy a student recruitment plan	1	Tina	Diane P	Green			
2.1.5	*Develop and deploy an automated transfer credit and graduation audit system	1	Tina	Howard S	Green			
2.1.6	Redesign student testing component to include “on demand” and “on line” testing	2	Tina	Mauricio J				
2.1.7	Increase options and opportunities for the delivery of tutorial services	2	Tina	Michelle V				
2.1.8	Create and open a social and behavior science tutoring lab	2	Tina	Michelle V				

### 2.2 Promote holistic student development, emphasizing commitment to lifelong learning.

- Support learners with integrated, comprehensive career development and educational planning and referral services.
- Encourage learners to take primary responsibility for their own choices by providing convenient and efficient access to services such as:
  - entering skills assessment and course selection.
  - orientation and college success strategies.
  - educational cost information and varied sources of financial assistance.
  - counseling, advising, or other assistance for students with academic difficulties.
  - co-curricular and student development opportunities.

### Three-Year Action Projects

Objective	Project	Year	CLC Champion	Project Leader	October 04 Status	January 05 Status	April 05 Status	July 05 Status
2.2.1	Identify minimum technology competencies for students and develop and deploy training opportunities for students to improve skills	1	Tina	Darcy S Eric K	Yellow			
2.2.2/2.23	Redesign the delivery of academic advising and develop and deploy a system to support students who need assistance in creating an educational plan	1	Tina	John C	Green			
2.2.4	Develop an electronic intake system to assess the needs and experiences at the point of entry for new students	1	Tina	Bob E	Orange			
2.2.5	*Develop and deploy an alternative orientation program to meet the needs of early college and international students	1	Tina	Jeff H	Green			
2.2.6	Develop and deploy an electronic inventory of student accomplishment at the point of exit	2	Tina	Howard S				
2.2.7	Develop and deploy an electronic means to capture student intent at the time of each registration	2	Tina	Howard S				
2.2.8	Develop and deploy a leadership development program for students	2	Tina	Eric M				
2.2.9	Develop and deploy a “for-credit” orientation to college course for new students	2	Rick Tina					
2.2.10	Design and open a Student Union	3	Tina	Eric M				

### 2.3 Create an inclusive learning environment for diverse student populations.

- Monitor the college climate to ensure a learning environment that supports recruiting and retaining diverse student populations.
- Provide materials and informational services to assist potential students and those who influence them in making educational and career choices.
- Collaborate with community service providers to support students including those with limited language skills or non-English speakers; students with cognitive, emotional, or physical disabilities; those who are academically or economically disadvantaged; and other special populations.
- Provide support services to foster equity in access to and success in learning, regardless of delivery method or location.
- Develop curriculum and support structures that value and enhance understanding of diverse cultures and customs.

### Three-Year Action Projects

Objective	Project	Year	CLC Champion	Project Leader	October 04 Status	January 05 Status	April 05 Status	July 05 Status
2.3.1	Improve the academic and learner support system for ESL program students	1	Rick	Lenora B	Green			

2.3.2	Improve the academic and learner support system for students taking classes evenings, weekends, off campus, or through distance learning	1	Tina	Deans	Yellow			
2.3.3	Make available solutions to student needs no longer met through the Perkins program	1	Tina Judy	Audrey	Orange			
2.3.4/2.3.5	Develop and deploy systems to comply with regulatory expectations (classroom, student space, website, testing) to improve the academic and learner support system for Disability students	1	Tina	Audrey M	Green			
2.3.6	Develop and deploy a Learning Facilitator program that enables any staff member to act as a mentor to at-risk students	2	Tina					
2.3.7	Develop and deploy support systems for under-prepared students	2	Tina					

## **Work Plan for Strategic Priority 3: Advance the college’s shared values through the cultivation of individual and organizational learning.**

### **3.1 Cultivate an organizational culture in which a shared understanding of RAIDER values guides decisions and behavior.**

- Implement policies and develop practices that promote access and opportunity for a culturally, racially, economically, and individually diverse student body and workforce.
- Use whole systems principles and practices, shared decision-making, information sharing, collaboration and dialogue.
- Respect individuals who work here, fully engage people in the college, be sure all voices are heard.
- Develop and implement activities to increase understanding and appreciation of both differences and commonalities among people.
- Promote achievement of values outcomes
- Implement policies and programs that contribute to the overall human needs and well-being of employees

#### **Three-Year Action Projects**

<b>Objective</b>	<b>Project</b>	<b>Year</b>	<b>CLC Champion</b>	<b>Project Leader</b>	<b>October 04 Status</b>	<b>January 05 Status</b>	<b>April 05 Status</b>	<b>July 05 Status</b>
3.1.1	*Create opportunities for staff to explore critical issues using reflective processes including Café, Dialogue, or Polarity Management Forums	1	Donna	Donna	Yellow			
3.1.2	*Continue FIPSE Learning Circles projects	1	Patti	CTL	Green			
3.1.3	*Strengthen NEO program to include a Raider Learning System component and department/office orientation	1	Cynthia	Mike S	Green			
3.1.4	*Continue to expand staff recognition programs (including Raider Spirit Award)	1	Cynthia	Mike S	Green			
3.1.5	Incorporate discussions on Learning Principles and strategies into Learning Day	1	Patti	Learning Day Team	Yellow			

### **3.2 Build an organizational system that ensures alignment of college policies, procedures, and practices with institutional values.**

- Promote values-based, learning-centered employee practices and behaviors.
- Encourage systems thinking.
- Develop and enhance efficient, effective, timely, and accurate communications to support employee effectiveness, promote student involvement, and strengthen the college community.
- Create a physically and emotionally safe environment consistent with GRCC values.
- Support effective labor-management relationships consistent with GRCC values.

#### **Three-Year Action Projects**

Objective	Project	Year	CLC Champion	Project Leader	October 04 Status	January 05 Status	April 05 Status	July 05 Status
3.2.1	Develop and implement a web-based system to manage professional development opportunities, record keeping, and tracking learning at Conferences	1	Cathy	Mike S	Green			
3.2.2	*Continue to align college policies and procedures with employee handbooks and labor agreements	1	Kathy	Kathy Cathy	Yellow			
3.2.3	Develop a process that allows for the review of all policies to align with institutional values	1	Cathy	Cathy	Yellow			

### 3.3 Recruit, hire, and support employees to provide and recognize excellent service

- Ensure an employment process that selects a diverse set of employees based on skills and characteristics that are integral to learning college principles and contribute to a college climate based on GRCC values.
- Create comprehensive staff orientation, mentoring, development, performance review, recognition, and assistance systems that encourage and enhance job performance, satisfaction, and employee success.
- Increase awareness of and participation in activities and services that support and contribute to the overall human needs and well-being of employees.
- Create and enhance collaboration and leadership development opportunities for faculty and staff.

#### Three-Year Action Projects

Objective	Project	Year	CLC Champion	Project Leader	October 04 Status	January 05 Status	April 05 Status	July 05 Status
3.3.1	Develop and deploy system for Learning Plans for each staff member including identification of skills sets for each competency	1	Cathy	Cathy Kathy	Yellow			
3.3.2	Define all job specific and general competencies for all staff members	1	Cathy	Cathy Kathy	Yellow			
3.3.3	Redesign the roles of faculty in relationship to student success	1	Velvie	Sandy	Yellow			
3.3.4	Develop a portfolio system as part of administrative performance evaluation	2	Cathy	Cathy				
3.3.5	Develop a promotion program based on the attainment of job specific skills and competencies	2	Cathy	Cathy Kathy				
3.3.6	Develop and deploy an Adjunct faculty evaluation system	1	Cynthia	Kathy Cathy	Yellow			

3.3.7	Redesign the faculty evaluation system to support alternative teach strategies and faculty professional development	3	Cynthia	Sandy				
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### 3.4 Provide for a comprehensive professional development program to ensure that college employees have the skills, knowledge and abilities to support the college mission.

- Provide opportunities for the improvement of the professional competence of all college employees
- Identify and communicate college resources that are available for guiding and directing employees in their personal and professional growth
- Support the on-going assessment program for the improvement of teaching and learning effectiveness
- Integrate professional development into the operations of the College
- Provide a Learning Management System that will allow an employee to manage their development, utilizing their goals from their Performance Development Discussion (within organizational competencies). This system will also have a portfolio component.
- Enable each staff member to make contributions in their roles as learning facilitators

#### Three-Year Action Projects

Objective	Project	Year	CLC Champion	Project Leader	October 04 Status	January 05 Status	April 05 Status	July 05 Status
3.4.1	*Develop and deploy faculty development in assessment techniques	1	Patti	CTL Jim C	Green			
3.4.2	*Develop and deploy faculty development to support innovative use of technology in the instructional process including Blackboard	1	Patti	CTL	Green			
3.4.3	*Develop and deploy faculty development in using contextualized learning strategies and process education	1	Patti	CTL	Green			
3.4.4	*Develop and deploy faculty development to promote use of diverse teaching strategies to address a wide variety of learners' needs.	1	Patti	CTL	Green			
3.4.5	*Develop and deploy faculty development in writing curriculum	1	Patti	CTL	Yellow			
3.4.6	*Continue staff development programs which encourage personal growth through reflective practice including Formation and Learning Circles	1	Patti	CTL	Green			
3.4.7	Develop and deploy staff development for all campus wide technology applications(CWIS, Bb, Groupwise, File structure)	1	Cynthia	Mike S Bob E	Yellow			
3.4.8	Develop and deploy diversity and cultural awareness learning opportunities	1	Cynthia	Chris A	Green			

<b>Objective</b>	<b>Project</b>	<b>Year</b>	<b>CLC Champion</b>	<b>Project Leader</b>	<b>October 04 Status</b>	<b>January 05 Status</b>	<b>April 05 Status</b>	<b>July 05 Status</b>
3.4.9	Develop and deploy leadership training for all staff members	1	Cynthia	Mike S	Yellow			
3.4.10	Develop and deploy learning opportunities regarding resource development (including roles and responsibilities) (grant writing)	1	Juan	Vicki J	Yellow			
3.4.11	Re-design Adjunct faculty development system	1	Patti	CTL	Yellow			
3.4.12	Develop and deploy learning experiences to support our quality model (including Continuous Improvement and Lean Thinking)	1	Donna	Donna	Yellow			
3.4.13	Develop and deploy learning opportunities regarding the colleges financial system	1	Bob P	Peg	Green			
3.4.14	Develop and deploy personal wellness programs	1	Cynthia	Mike S	Green			
3.4.15	Develop a faculty “externship” program to place faculty in community-based learning experiences	3	Patti					

**Work Plan for Strategic Priority 4: Leverage technology to cultivate an inspired learning environment for our students, staff, and community.**

**4.1 Create collaborative, flexible and individualized learning experiences for our students, employees and the community.**

- Support pilot programs that enhance stakeholder learning
- Create easy access training program for students and employees
- Provide support for learning for all stakeholders
- Collaborate with other strategic priorities to support technology infrastructure
- Create partnerships to enhance learning experiences
- Assist Students in accessing and purchasing technology that will meet their learning needs

**Three-Year Action Projects**

Objective	Project	Year	CLC Champion	Project Leader	October 04 Status	January 05 Status	April 05 Status	July 05 Status
4.1.1	*Implement a campus wide portal system (staff members and students)	1	Bob E	Steve W Eric M	Yellow			
4.1.2	Design and deploy a wireless campus technology system	1	Bob E Patti	Bob Eluskie	Red			
4.1.3	*Deploy network access from off-campus sites	1	Bob E		Green			
4.1.4	*Develop and deploy an improved GRCC website designed to support cross-college needs	1	Nancy P	Steve W Derek DV Darcy S	Green			
4.1.5	*Develop and deploy a process to integrate planning for classroom software with the budgeting process	1	Bob E Patti		Green			
4.1.6	Benchmark and determine efficacy of a program to deploy laptop computers to students	1	Bob E Patti		Orange			

**4.2 Provide seamless, anytime, anywhere access to resources, information, and technology support**

- Establish a Website that is intuitive/state-of the –art for users and ADA compliant
- Continue to use collaborative measures to engage populations that do not come to campus
- Provide support and access to stakeholders on and off campus
- Support Distance Learning Initiatives
- Continue to review need for further staffing to support systems
- Continue to review expansion of Student Technology Help Desk

- Review software to support a Knowledge Management System
- Create cross-functional teams to collaborate and deploy new technology and/or implementations of existing technology
- Establish core competencies and values expected from each stakeholder group

### Three-Year Action Projects

Objective	Project	Year	CLC Champion	Project Leader	October 04 Status	January 05 Status	April 05 Status	July 05 Status
4.2.1	Develop and deploy an improved system for requesting and receiving technical support	1	Bob E	B Eluskie Steve W Peggy H	Green			
4.2.2	*Expand the student technology help desk concept and support systems	1	Bob E	Peggy H Michelle V	Green			
4.2.3	Develop and deploy expanded on-line resources for students	1	Bob E	Darcy S	Green			

### 4.3 Create and implement best practice in the use of technology

- Use web resources to create a shared knowledge base for GRCC Stakeholders
- Establish Cross Campus Environmental Scanning teams and create database to be shared with stakeholders
- Continually Benchmark best practice in the college and corporate community
- Continue to invest and expand MMCVLC offerings for GRCC students

### Three-Year Action Projects

Objective	Project	Year	CLC Champion	Project Leader	October 04 Status	January 05 Status	April 05 Status	July 05 Status
4.3.1	Develop and deploy workflow plan campus-wide	1	Bob E	Steve W	Yellow			
4.3.2	Communicate internal process for benchmarking and making decisions regarding new technology campus-wide	1	Bob E	Bob E Steve W	Green			
4.3.3	Develop and deploy a fair and consistent process for making new technology tools available campus-wide	1	Bob E	B Eluskie Steve W	Yellow			

### 4.4 Create organizational structure and human resources to support vision

Objective	Project	Year	CLC Champion	Project Leader	October 04 Status	January 05 Status	April 05 Status	July 05 Status
4.4.1	Re-organize technology units and make staffing decisions to support the college vision for technology	1	Juan	Bob E	Yellow			

**Work Plan for Strategic Priority 5: Grow, allocate, and protect our resources wisely to assure the fiscal health of the College**

**5.1 Expand the resource base including employees, students, community organizations and individuals that support institutional growth and vitality.**

- Identify institutional learning-centered priorities for securing additional resources through strategic and annual planning.
- Build public awareness and understanding of the college’s purposes, programs, and services through effective marketing, public information, community outreach, recruiting, and other strategies.
- Develop new resources in support of institutional priorities through increasing:
  - a. Foundation-led donor development.
  - b. Development of grant proposals.
  - c. Entrepreneurial efforts in programs and services offered.
  - d. Business and agency partnerships.
  - e. Equity in student tuition and fees.

**Three-Year Action Projects**

Objective	Project	Year	CLC Champion	Project Leader	October 04 Status	January 05 Status	April 05 Status	July 05 Status
5.1.1	Develop and deploy new donor programs and gift opportunities (booster clubs, naming opportunities, giving clubs)	1	Juan/ Foundation board	Vicki	Yellow			
5.1.2	Develop and deploy a \$10 Million fund raising campaign	1	Juan	Bob P	Green			
5.1.3	Implement a “volunteer” workforce program for retirees, alumni, parents, and friends	1	Vicki	?	Orange			
5.1.4	Build and expand partnerships and relationships with vendors, businesses, organizations and constituents for financial and material resource development	1	Juan/VPs	Vicki Deans Exec Directors	Yellow			
5.1.5	Reconvene the Future Funding Committee to measure progress made	2	Juan	Bob P	Green			
5.1.6	Implement a formal planned giving program	2	Juan	Vicki				
5.1.7	Develop and deploy a plan to seek and expand local, state, and federal support for college interests	2	Juan	Bob P	Yellow			

## 5.2 Develop leadership and organizational strategies that provide for mission-based, learning-centered institutional allocations to promote and enhance learning.

- Develop and report institutional measures that demonstrate accountability to stakeholders.
- Evaluate activities, programs, and services to ensure college resources are being used effectively to meet community needs.
- Utilize a systems approach to organizational structures and operations including planning, budgeting, management, decision making, and institutional effectiveness monitoring.
- Develop strategies for competitive compensation plans that balance the long-term financial needs of the employee and the College.

### Three-Year Action Projects

Objective	Project	Year	CLC Champion	Project Leader	October 04 Status	January 05 Status	April 05 Status	July 05 Status
5.2.1	Study outsourcing options to assess possible cost saving opportunities	1	Bob P	Todd H	Yellow			
5.2.2	Study compensation and fringe benefits program to be competitive but not excessive	1	Cynthia	Cathy W	Yellow			

## 5.3 Implement organizational strategies that provide for resource protection.

- Develop long-range budget process in support of learning activities that includes:
  - a. Replacement of technology.
  - b. Support infrastructure needs.
  - c. Support College's long-range vision.
  - d. Continues the deferred maintenance plan.
- Develop a comprehensive campus safety plan.

### Three-Year Action Projects

Objective	Project	Year	CLC Champion	Project Leader	October 04 Status	January 05 Status	April 05 Status	July 05 Status
5.3.1	Update college Master Planning process including outside consultants (architects) to enhance our annual review process	1	Bob P	Bob P	Yellow			
5.3.2	Develop and implement a strategic facility usage plan for the three tech centers (ATC, Thompson, Tassell)	1	Andy	Andy	Yellow			
5.3.3	Develop and deploy improvement plan for Risk Management	1	Peg B	Peg B	Yellow			
5.3.4	Develop and deploy plan for information security and back up data center	1	Bob E	Bob E	Yellow			

5.3.5	Develop and deploy a comprehensive crisis management plan for campus	1	Bob P	Peg B	Green			
5.3.6	Implement Raider Card door security	2	Bob P	Eric M Cindy K				

**Work Plan for Strategic Priority 6: Strengthen relationships with our community partners as we work together to create a better future.**

**6.1 Build community awareness including branding and image-building**

- Clear, concise and recognizable GRCC brand has been established in the community through the ability to tell our story through various communication methods.
- The college and its image will be recognized through its use of value added communications and messages.
- Increase technological information and data available to the community via the website , TV, radio and other medias
- Expand the efforts of the strategy team to collect data from businesses/ organizations in order to serve their specific needs
- Continue to be closely connected to the community and it's ever changing composition and demographic trends.

**Three-Year Action Projects**

Objective	Project	Year	CLC Champion	Project Leader	October 04 Status	January 05 Status	April 05 Status	July 05 Status
6.1.1	*Continue to expand value-added community programming for the college channel and website	1	Nancy	Nancy	Green			
6.1.2	*Improve website features and design to communicate GRCC programs and services with the public (including R25 marketing features)	1	Nancy	Nancy	Yellow			
6.1.3	*Develop and deploy an on-going advancement campaign	1	Nancy	Nancy	Yellow			
6.1.4	*Implement 90-Year Anniversary programming to celebrate our history	1	Nancy	Nancy	Green			
6.1.5	*Continue using media outlets to promote the GRCC brand and message	1	Nancy	Nancy	Green			
6.1.6	*Continue partnership with WOOD-TV and its community partners to support community engagement (Huntington Bank, Spectrum Health, ZonderKidz, KISD)	1	Nancy	Vicki H	Green			
6.1.7	Refresh GRCC logo, brand, and image for the future	2	Nancy	Vicki H				

**6.2 Provide opportunities for Community Service including outreach, civic activities, public service and stewardship**

- Maximize use of faculty/staff and organizational competencies to address community needs which are closely related to the GRCC's mission.
- GRCC staff and students are a visible and viable part of the community support mechanisms having a measurable impact on the community as a whole.
- The College will function as a community steward by engaging the public through outreach and civic activities.
- Promote and participate in community activities that demonstrate leadership, civic responsibility, stewardship and contribute to the quality of life in the community.
- Increase the number of staff participating in service learning, and volunteering, related to academic learning.

- Continue the work of the BOT in their community conversations
- Persist in becoming a leader in institutional diversity
- Continuously assess, revise and improve community learning experiences to ensure effectiveness.

### Three-Year Action Projects

Objective	Project	Year	CLC Champion	Project Leader	October 04 Status	January 05 Status	April 05 Status	July 05 Status
6.2.1	Develop and deploy a strategy to provide continuing education/professional development opportunities to the community	1	Andy	Training Sol	Green			
6.2.2	Promote administrators direct involvement with community agencies to strengthen community partnerships	1	Juan	VPs	Yellow			
6.2.3	Develop and deploy a new strategy for Service Learning that builds deep partnerships with a smaller number of agencies to provide additional service learning opportunities for students	1	Patti	Martha C Patti	Green			
6.2.4	Work with KISD on the Sustainability Learning project (EPA Grant)	1	Gary B	Gary B	Green			
6.2.5	Co-sponsor the 2 <sup>nd</sup> Greening by Design Conference (with Steelcase)	2	Andy	Gary B				
6.2.6	Strengthen partnership with KISD through joint projects including using GRCC library server automation system to host KISD library holdings	3	Patti	Susan B				
6.2.7	Work with KISD schools to align our systems and strengthen connections for students including tech prep, pre-engineering, technology, and high school re-design	3	Patti Judy Rick	Jim C Cathy G				

## GRCC DASHBOARD SYSTEM- Introduction

The dashboard system is an indicator management system that reports critical data about the College's performance in the decision driver areas of learner success, satisfaction, stewardship, and utilization. It uses a balanced scorecard approach to communicate digestible information to decision makers of the College. It also provides us with a tool to set strategic direction and to measure success in accomplishing our Ends and strategic priorities.

The term dashboard is commonly used to refer to the surface located below the windshield of a motor vehicle or aircraft which contains instruments and controls. For example, today's aircraft contain instruments that signal the flight path and performance of the aircraft to the pilot. Modern aircraft dashboards have many gauges, warning lights, and computers that are integrated into key instruments. These instruments are designed to give the pilot accurate and precise information about what may be going wrong in the aircraft, so that corrective action can be taken. The signals are often aggregated to avoid overwhelming the pilot with information, but individual problems can be traced back through the detailed instrument displays to identify specific information. We use our Dashboard like an instrument panel designed to inform decision-makers at the College about our progress towards or away from our goals

Our College Dashboard graphically captures 18 indicators and classifies findings into four Decision Drivers: Learner Success, Satisfaction, Stewardship, and Utilization. Detailed data on the results and trends for each dashboard indicator are available in the ***College Dashboard Report***.

The four decision drivers reported on the Dashboard are also intended to serve as drivers for department or unit dashboards. Department level dashboards will report different indicators depending on the unique work of the unit.

It is hoped that this report will generate a spirited campus discussion about why the dashboard indicators have been selected and how they are currently being measured. Critiques and suggestions for alternative measurement schemes are welcomed and will be seriously considered for future performance documentation. Campus consensus and stakeholder buy-in can only be reached by initiating such a dialogue.

View the ***College Dashboard Report*** at:

<http://www.grcc.edu/dashboard>

## **Appendix A: GLOSSARY**

### Action Projects:

Strategic actions broken down into activities and stated in measurable activities that will move the College closer to achieving the Institutional Plan. Action projects can occur at a College, Team, or Department level.

### College Plan:

A document that is driven by the elements of the 2010 Vision and includes strategic priorities for accomplishing the vision. The College Plan answers the question "What are we going to do to accomplish the vision?" in very specific terms. This is a living document that is updated annually prior to the budget planning process.

### Dashboard:

An indicator management system that reports critical data about the College's performance.

### Department Plan:

A document that is driven by the elements of the College Plan and is tied to departmental budget requests. This document reflects a 5-year focus and is updated annually prior to the budget planning process.

### Environmental Scanning:

The surveying, collecting, and analyzing of external trends and forces (economic, social, political, educational, technological) and internal trends and forces (faculty, staff, and student opinion; staffing allocations, curriculum developments; administrative effectiveness, instructional effectiveness) that directly relates to the College's future.

### Mission:

The basic purpose for which the college exists; mission answers the question, "Why are we here?"

### Performance Indicators:

A broad set of measures and targets toward which efforts are directed within the strategic ends.

### Strategic Direction:

A set of guiding principles and projected outcomes for each priority that provides a context and direction for action planning.

### Strategic Planning Process:

The effort to identify the most important trends and forces that will have the greatest impact on the College in the future; to analyze and interpret this information in light of current college performance results; to establish a long-range vision for the future; and to develop, build consensus around, and implement an College Plan. Follows a 4-phase process: Visioning, Planning, Implementation, and Evaluation.

### Strategic Priorities:

The major areas of endeavor the college will pursue to reach the strategic ends.

### Strategic Ends:

The specific outcomes based on stakeholders expressed needs that we expect to achieve by implementing the vision.

Values:

The qualities we expect and strive for in individual and institutional behavior

Vision:

The future state of being the college desires and expects; vision answers the question, "What do we aspire to be?" The vision is a description of how the College sees itself in the future considering current trends, forces, and planning parameters. Updated annually.

## Appendix B: **Definition of GRCC Values**

### **Responsive**

We will

- Take quick action to resolve problems or issues
- Be alert to changing trends or conditions
- Be open and approachable in our interactions with students, the community and each other

### **Accountability**

We will

- Set performance targets, monitor results, and report performance results to the community
- Honor our role as stewards of the public trust through effective and efficient use of resources
- Welcome constructive assessment and suggestions for improvement
- Follow through on our commitments
- Protect our environment and promote green practices

### **Innovation**

We will

- Promote original and novel solutions to problems and issues
- Continuously improve programs and practices
- Reward innovative thinking that adds value to the GRCC experience

### **Diversity**

We will

- Strive to prepare students to become active and successful participants in a complex, diverse world
- Sustain a learning environment build on respect for the unique experiences and potential of all
- Value diverse cultures, backgrounds, lifestyles, and abilities
- Understand that inclusion makes us stronger and able to perform at higher levels

### **Excellence**

We will

- Consistently meet or exceed the needs and expectations of our learners, community and ourselves
- Continuously work to improve our learning environments
- Continue our lifelong personal and professional development
- Take pride in what we do, how we do it, and where we work

### **Respectfulness**

We will

- Consider the talents, feelings, and contributions of all in our interactions and day to day work
- Practice active listening and collaboration in our daily work
- Base our relationships on the essential dignity of each individual

### **Service**

We will

- Participate in community service opportunities for staff and students
- Provide excellent customer service to students, the community, and each other