

VISION, MISSION, VALUES AND STRATEGIC PLAN

Vision

Transforming Lives and Advancing Communities

Mission

The mission of Glen Oaks Community College is to provide opportunities for academic and lifelong success through excellence in teaching and comprehensive support services that meet our community's diverse educational needs.

Value – “Glen Oaks CARES”

C – Communication and Civility: Glen Oaks values the open and responsible exchange of ideas. We uphold the importance of interacting in ways that demonstrate caring, civility, and respect while encouraging improved models for using technology to connect and improve the linkages among individuals and communities.

A – Access and Academic Success: Glen Oaks values having an open door to all students and believes that appropriate support is vital to the success of all students. Holding students and ourselves to high expectations, we celebrate learning within an educationally transformative environment: one that embraces diverse perspectives and creates meaningful connections between students, faculty, and student affairs professionals.

R – Responsiveness and Service: Glen Oaks values targeted actions to address community needs and internal needs. Recognizing that existing needs change dynamically, we value the role of the college in helping our communities prepare for the future as they develop, succeed and prosper.

E – Ethical Conduct and Transparency: Glen Oaks values acting on the basis of mutual respect. We hold ourselves accountable to the communities we serve and seek to model integrity in all we do. Information related to the college and its performance is understood as public and is made accessible and transparent.

S – Sustainability and Stewardship: Glen Oaks values the ability to acquire, develop, use, and manage resources to sustain the college's mission. We exercise appropriate control over the college's human, financial, and academic and support services, and physical plant as essential to effective public stewardship.

Strategic Plan Summary 2023-26

Goal 1: Our students will succeed.

Objective 1: By August 2026, of those testing at a pre-college level in math, increase the proportion of credential-seeking students who successfully complete college level math by 3%. The 2020 VFA* baseline is 17.6%

Objective 2: By August 2026, increase the proportion of credential seeking part-time students attaining an associate degree or certificate by 3%. The VFA 2023 baseline is 40.3%.

Objective 3: Objective 3: By August 2026, decrease the performance gap to ≤ 0.35 for the following items on the Student Satisfaction Inventory (SSI):

(a) Receive ongoing feedback about progress toward my academic goals.

(b) Faculty provide timely feedback about my academic progress.

Objective 4: By August 2026, meet or exceed the national benchmark (50th percentile) for Engaged Learning on the Survey for Entering Student Engagement (SENSE). The 2022 baseline rate is 43.2%.*

Objective 5: By August 2024, establish pathways for all programs of study.

Objective 6: By August 2026, implement three additional features of Watermark to enhance communication and track key engagements with prospective and enrolled students.

Objective 7: By August 2026, eliminate the gap between student-athletes' mean GPA and that of the overall student population. The 2022-23 baseline is 2.95 for student-athletes and 3.19 for the overall student population.

The Voluntary Framework for Accountability (VFA) is a national system of accountability designed for community colleges by community colleges. Its measures were defined to reflect the unique mission of community colleges and the diversity of the student body, including serving students in need of remedial education. In 2020, 23 of Michigan's community colleges participated in VFA. Glen Oaks has participated annually since 2014.

Goal 2: We will become a Community model committed to the values of Diversity, Equity, and Inclusion

Objective 1: By August 2025, improve overall employee satisfaction related to the college's commitment to diversity, equity, and inclusion, as evidenced by achieving a minimum satisfaction rate of 60% on the PACE survey for the following items:

(a) The College maintains a campus culture that values diversity of opinion.

(b) The institution effectively promotes diversity in the workplace.

Objective 2: By August 2024, the college will revise and enact an employee recruitment plan aimed at diversifying the faculty and staff to better match the student profile.

Objective 3: By August 2026, implement a diversity lecture series for students. *

Objective 4: By August 2026, increase student engagement in college committees to seek ideas, perspectives, and voices of the community we serve. Achieve and maintain a minimum of two student committee members per academic year. *

Objective 5: By August 2026, support faculty and staff by providing two new professional development opportunities in cultural competency and inclusion. *

Objective 6: By August 2026, create and invest in spaces that value diversity.*

Objective 7: By August 2026, increase both curricular and co-curricular learning opportunities that advance cultural competence, diversity, and inclusion.*

Goal 3: We will continue to grow in stability and innovation.

Objective 1: New: By August 2026, overall enrollment (as measured by fiscal year equated students, or FYES) will reach or exceed the pre-pandemic level of 760, representing an increase of 9.4% from 2022-23.

Objective 2: By August 2024, plan and conduct a Summer College for Kids program enrolling twenty-five area middle school students to begin building a college going culture within traditionally non-college attending families.

Objective 3: By August 2024, establish a new and/or update an existing vocational certificate and/or degree program that aligns with one of the “Southwest Michigan Career Outlook (through (2030))” high-wage or in-demand careers established through the Michigan Bureau of Labor Market Information and Strategic Initiatives.

Objective 4: By August 2024 migrate the Ellucian Colleague ERP to the cloud.

Objective 5: By December 2024, complete Phase Two of the five-year capital outlay plan via a 7.7 million-dollar USDA loan.

Objective 7: By June 2024, the college will investigate the potential for solar energy installation on campus.

Objective 8: Increase revenue opportunities during the summer term by offering housing for local business internships and summer camps for the college and community. * Baseline for 2023 is three individuals served.*

Objective 9: By August 2024, conduct a compensation study to promote growth, consistency, and transparency. *

Objective 10: By January 2025, publish a digital dashboard on the college website reflecting key performance indicators (KPIs) related to student success. *

Objective 11: With Foundation support, secure funding to procure and install an irrigation center pivot on the Hagen Farm and utilize the equipment to explore additional curriculum related to irrigation and water management. *

Goal 4: We will expand and strengthen our collaborative relationships.

Objective 1: By August 2024, provide wide community access to diverse perspectives and relevant national issues via the Viking Speaker Series, reaching a minimum of 600 attendees each year.

Objective 2: By January 2025, increase the faculty presence in high schools to promote academic programs to both CTE and traditional GOCC student populations.

Objective 3: By January 2024, a minimum of four courses will have been taught in county high schools using synchronous educational technology made available through the GOCC Center for Rural Sustainability grant.

Objective 4: By January 2025, expand advisory meetings to include additional students, business and industry partners, and the ISD (as appropriate) at bi-annual advisory committee meetings.

Objective 5: By January 2025, increase the number of articulation agreements by 25% and communicate transfer pathways to students through multiple sources.

Objective 6: By July 2025, conduct a minimum of 29 Going Pro Talent Fund (GPTF) trainings for area manufacturers and businesses, reflecting an increase of 38% over 21 training sessions offered in 2022-23. *

Objective 7: By July 2025, under the GPTF, hold a Sales and Leadership Summit in which a minimum of 20 individuals will engage (i.e., 10 for each, sales and leadership). *

Objective 8: By July 2025, a minimum of two new Michigan New Jobs Training Program (MNJTP) contracts will be secured. *

Objective 9: By December 2024, increase the number of Motorcycle Safety Program – Basic Rider course by 25%. Baseline for 2023 is 16 sessions. *

*** Denotes new objectives**

Approved by BOT, 9/14/23

The most recent version of the Strategic Plan Summary was approved by the GOCC Board of Trustees in September, 2023. This is a working document as goals and objectives are reviewed monthly.