



Achieving the Dream™

2016 Annual Reflection & Leader College Application

Introduction

All Achieving the Dream institutions (except for the 2015 Cohort, which must submit an Implementation Plan) are required to submit an annual reflection. The annual reflection is an opportunity to consider your institution's student success work over the past year and to plan for the coming year with an emphasis on your success in system changes that will sustain and integrate your efforts into the student experience. Your institution's reflection helps inform Achieving the Dream's work as we collect data, identify common themes, and build our knowledge of the institutional change process.

Instructions

Completing the Annual Reflection

To complete the annual reflection, your institution should engage a representative group of stakeholders to review and discuss the institution's student success and equity work including progress made, challenges faced, current priorities, and goals for the coming academic year. Your institution should emphasize your efforts to achieve the scale and full adoption necessary for sustained success of the changes you seek to implement. To complete the annual reflection, your institution should engage a representative group of stakeholders to review and discuss the institution's student success and equity work including progress made, challenges faced, current priorities, and goals for the coming academic year.

Your team will complete the annual reflection by filling out this online form. **We encourage you to use the [Word document worksheet](#) to collaborate and draft your responses** to the annual reflection questions before completing the online form.

Completing the Leader College Application

Institutions submitting an annual reflection have the option of applying for initial Leader College status or Leader College recertification by completing the Leader College application at the end of the annual reflection. Leader College applicants must also submit student success outcomes data using the [ATD Data Template](#).

Coach Satisfaction Feedback

As with the annual reflection, we encourage you to use the Word document worksheet to collaborate and draft your responses to the Leader College application questions before completing the online form.

Institutions should complete this very short survey conducted by Achieving the Dream on their satisfaction with their assigned coaches. This feedback will help ATD provide better, more personalized coaching services. We encourage your institution to fill this survey out as a group so as to facilitate discussion about coach satisfaction, but multiple individual entries may be submitted. Survey responses are confidential and will only be seen by Achieving the Dream staff. The survey can be completed by visiting <http://bit.ly/ATDcss16>. You can download the list of questions [here](#) if you would like to collaborate with your team before completing the form.

Interventions Showcase

Each college should document their student success work by updating existing interventions or adding new interventions to the Interventions Showcase. This is an important aspect of participation in the Achieving the Dream Network and an important resource for other institutions. Interventions Showcase users can log into the Interventions Showcase at www.achievingthedream.org/user.

Questions

Please send an email to programandpolicy@achievingthedream.org or call (240) 450-0075 if you have any questions.

Annual Reflection

Note that the period covered by this Annual Reflection is June 2015 - May 2016. Please reflect on activities during this time

period throughout the narrative.

Grand Rapids Community College

Is your institution applying for Leader College status (initial or recertification)?

Yes

No

Please write the email where you would like a summary of your responses sent.

Contributors to the Annual Reflection

Please identify the stakeholders who contributed to the 2016 Annual Reflection by listing their name and title. (Ex: James Brown, Chief Academic Officer)

- Laurie Chesley, Provost/Executive Vice President of Academic and Student Affairs
- Donna Kragt, Dean, Institutional Research and Planning
- Tina Hoxie, Associate Provost and Dean, Student Affairs
- John Cowles, Dean, Student Success and Retention
- Domingo Hernandez-Gomez, Associate Director, College Success Center (July 2016), Director of the Woodrick Center for Inclusion and Equity
- Ravnard Ross, Associate Dean, Student Success and Retention

Student Success Vision

Briefly outline your institution's current student success vision. Note that this vision should be your ideal for how students will experience your college. It should include overarching, achievable goals that will act as key milestones as your college moves towards your student success vision.

Suggested word count: 300-500 words

Grand Rapids Community College faculty and staff have been committed to student success for over 100 years. The GRCC Strategic Plan is regularly updated and outlines the strategies, action projects, project champions and indicators of success that drive our work.
We continuously review college initiatives and processes to identify strengths and challenges and to develop solutions that move the college forward in improving student success. Regular monitoring reports to the Strategic Leadership Team and Board of

Briefly describe your systemic change priorities that help your institution achieve its student success vision. We recommend you identify 2-3 priorities. Each priority is likely comprised of multiple student success efforts that work together to achieve systemic change.

Note: A student success effort is defined as a policy, practice, or procedure designed to reduce or eliminate barriers to students' progress and ultimate success in education and the labor market.

Suggested word count: 300-500 words

GRCC has identified three priorities to achieve our student success vision:
1. Revising academic advising
2. Institutionalizing and expanding the College Success Center and FastTrack
3. Guided Pathways
1. Revising Academic Advising
GRCC seeks to enhance and improve advising services in the following ways:
• Every student has an assigned academic advisor—either a professional advisor or a

What key metric(s) are you using to measure progress on achieving your student success vision? Select all that apply.

Aspen Prize for Community College Excellence

Complete College America

National Community College Benchmarking Project

National Student Clearinghouse

Predictive Analytics Reporting Framework

State community college system data

Student Achievement Measure

Voluntary Framework of Accountability

Other (please specify):

Suggested word count: 300-500 words

The key metrics used to measure progress on achieving our student success vision are outlined as the Indicators of Success in the GRCC Strategic Plan 2014-2017. These indicators are updated regularly and provided to our community via the GRCC website and to the Board of Trustees through a series of updates during monthly board meetings.

As part of our research agreement with the National Student Clearinghouse, Achieving the Dream has access to your institution's NSC data and calculated outcomes. If you would like to share data from other sources, we encourage you to do so. There will be an opportunity to upload data at the end of the form.

Progress Update

Reflect with your group on your institution's progress in improving student success over the past academic year. Describe this progress for each area and consider both the positive factors and challenges affecting the student success efforts at your institution.

Leadership & Vision

The commitment and collaboration of the institution's leadership with respect to student success and the clarity of the vision for desired change.

Is this area part of your strategic plan?

Yes

No

Did your college pursue any strategies in this area during the past academic year?

Yes

No

Progress

Suggested maximum word count: 300 words

This past year, under the leadership of President Ender and the Provost and Deans, GRCC applied for and was accepted into the Michigan Student Success Center's Guided Pathways Program Cohort 2. GRCC has formed a cross-college steering committee to lead this effort. Members of this committee and other campus leaders (both faculty and staff) have attended the Michigan Student Success Summit, which highlighted Guided Pathways theory and practice, as well as several workshops specifically designed for Michigan cohort 1 and cohort 2 institutions. The focus of these workshops has been

Challenges

Suggested maximum word count: 300 words

The main challenge is initiative fatigue. In addition to Achieving the Dream, GRCC participates in the following: HLC Academy for Persistence and Completion, Guided Pathways, Voluntary Framework for Accountability, plus additional local efforts to increase student success. In the GRCC Strategic Plan, there are 15 major College Action Projects aimed at student success. During our April 2014 site visit from the Higher Learning Commission, reviewers noted in their report: "A second observation relates to the intensity of the work being done by the various College teams...In addition to

Do you have goals in this area for the 2016-2017 academic year?

Yes

No

Does your institution have a promising practice in this area that other Achieving the Dream institutions would benefit from?

Yes

No

Progress Update

Reflect with your group on your institution's progress in improving student success over the past academic year. Describe this progress for each area and consider both the positive factors and challenges affecting the student success efforts at your institution.

Data & Technology

The institution's capabilities to collect, access, analyze and use data to inform decisions, and to utilize and leverage technology to support student success.

Is this area part of your strategic plan?

Yes

No

Did your college pursue any strategies in this area during the past academic year?

Yes

No

Progress

Suggested maximum word count: 300 words

GRCC employs several strategies to increase the use of data to inform decisions and use technology to support student success. A key strategy for the past several years has included the purchase, installation, launch and on-going report development through our data warehouse. Our most recent achievements include:

- The Analytics team (data for action) has worked one on one with many users and held training seminars to help 57 staff members and 52 faculty see how they can accomplish

Challenges

Suggested maximum word count: 300 words

A total of 109 faculty and staff have been trained in the use of the data warehouse. However, we have found that "just in time" training is more effective than large group trainings. As requests for data are received, we are working to prepare the appropriate report in the data warehouse and then show the requestor how to access the report—both for the first time and the 91st time if needed.

Do you have goals in this area for the 2016-2017 academic year?

Yes

No

Does your institution have a promising practice in this area that other Achieving the Dream institutions would benefit from?

Yes

No

Progress Update

Reflect with your group on your institution's progress in improving student success over the past academic year. Describe this progress for each area and consider both the positive

factors and challenges affecting the student success efforts at your institution.

Equity

The commitment, capabilities, and experiences of an institution to equitably serve low-income students, students of color, and other at-risk student populations with respect to access, success, and campus climate.

Is this area part of your strategic plan?

Yes

No

Did your college pursue any strategies in this area during the past academic year?

Yes

No

Progress

Suggested maximum word count: 300 words

The Woodrick Diversity Learning Center (WDLC) reports to the Executive Director of Equity Affairs. Staff include a Director, a Manager for Diversity Development Services, a Support Staff and a part-time consultant. The mission of the Center is to embrace and promote the celebration and respect of human differences through its programs and activities in support of increased social justice and equity among all people. Moving to Student Success and Retention, the Center will be renamed the Woodrick Center for Inclusion and Equity. The team, including the new Director, Dominao

Challenges

Suggested maximum word count: 300 words

Our past efforts related to equity have involved conducting a campus climate audit and training for individuals serving on hiring committees. Work is now focusing on increasing access and persistence for Latino students and providing resources for faculty and staff related to increasing cultural competence in the classroom and supervisory skills for new managers. It is now time to move beyond serving our external community and focus on the college community.

Do you have goals in this area for the 2016-2017 academic year?

Yes

No

Goals for 2016-2017 Academic Year

Based on the analysis of your institution's progress and challenges over the past year in this area, identify one or two goals for the coming academic year for leadership and vision. What are some action steps your institution plans to take to achieve these goals?

Suggested word count: 150-300 words

We will create a support group for African American female students at GRCC: Women Empowering Leadership and Learning, or The WELL.

The goal of The WELL is to promote academic excellence among African American female students through active collaboration between staff, faculty and students at Grand Rapids Community College. The WELL will connect with, but not be limited to, the following offices as cross-campus collaborations to increase the student success of

What resources or assistance can Achieving the Dream provide to assist you in reaching these goals?

Providing resources and best practice examples on supporting women of color.

Does your institution have a promising practice in this area that other Achieving the Dream institutions would benefit from?

Yes

No

Please describe the promising practice (if this is one of the interventions in your college's Interventions Showcase, feel free to include a link to the updated intervention).

Please include data that illustrates the success of this promising practice (data submission is voluntary, but encouraged). There will be an opportunity to do so at the end of the form. Data should be disaggregated by race/ethnicity, gender, and Pell status if appropriate to the intervention.

Our support program for African American male students, Alpha Beta Omega. Alpha Beta Omega (ABO) is a unique and rewarding leadership development program for GRCC students. The purpose of ABO is to provide its members with a positive social network of students who have goals of becoming responsible community leaders. Alpha Beta Omega is a mentoring program for African American male students enrolled at GRCC. This mentoring program systematically addresses academic deficiencies, college adjustment, social skill development, life skill acquisition and professional

Progress Update

Reflect with your group on your institution's progress in improving student success over the past academic year. Describe this progress for each area and consider both the positive factors and challenges affecting the student success efforts at your institution.

Teaching & Learning

The variety of educational programs, learning experiences, instructional approaches, and academic and non-academic supports strategies designed to facilitate student learning and success

Is this area part of your strategic plan?

Yes

No

Did your college pursue any strategies in this area during the past academic year?

Yes

No

Progress

Suggested maximum word count: 300 words

Revising Academic Advising:

GRCC seeks to enhance and improve advising services in the following ways:

- Every student has an assigned academic advisor-either a professional advisor or a classroom faculty member
- Counseling services, both personal and career, are separate from academic advising
- Multiple "Express Advising Centers" will be created for students needing just-in-time assistance for course registration

Challenges

Suggested maximum word count: 300 words

Challenges with this work include the following:

- Resistance to change the model from current counselors and academic advisors who are a part of the faculty union
- Expense of hiring new full- and part-time advisors due to union contract
- Reluctance of classroom faculty to take on more advising responsibilities
- Space and finance restrictions in opening Express Advising Centers

Do you have goals in this area for the 2016-2017 academic year?

Yes

No

Does your institution have a promising practice in this area that other Achieving the Dream institutions would benefit from?

Yes

No

Progress Update

Reflect with your group on your institution's progress in improving student success over the past academic year. Describe this progress for each area and consider both the positive factors and challenges affecting the student success efforts at your institution.

Engagement & Communication

The process of enabling key external stakeholders, such as K-12, universities, employers and community-based organizations, and internal stakeholders across the institution to participate in the student success agenda and improvement of student outcomes.

Is this area part of your strategic plan?

Yes

No

Did your college pursue any strategies in this area during the past academic year?

Yes

No

Progress

Suggested maximum word count: 300 words

Challenge Scholars:

Grand Rapids Community Foundation's Challenge Scholars program is expanding to include students who graduate from Union High School with up to two years of tuition-free college at GRCC, beginning with the class of 2020.

The expansion complements the existing Challenge Scholars program, which provides four years of tuition-free college for students who attend Westwood Middle and Harrison Park Schools and go on to Union High School. Now, students at Union High School who

Challenges

Suggested maximum word count: 300 words

This effort combines our largest school district (Grand Rapids Public Schools), the Grand Rapids Community Foundation and GRCC in a major effort to improve high school graduation requirements, college readiness and college access.

Do you have goals in this area for the 2016-2017 academic year?

Yes

No

Goals for 2016-2017 Academic Year

Based on the analysis of your institution's progress and challenges over the past year in this area, identify one or two goals for the coming academic year for leadership and vision. What are some action steps your institution plans to take to achieve these goals?

Suggested word count: 150-300 words

Although GRCC has many strong collaborations with our K-12 and four-year partners, and although we have many well documented programmatic pathways between our institutions, we still have work to do to simplify and clarify those pathways. In the area of high school articulation, we will be reviewing our agreements to ensure their currency and reviewing our processes to ensure that they are effective (achieving the optimal level of curricular collaboration and alignment) and efficient (involving the appropriate persons).

What resources or assistance can Achieving the Dream provide to assist you in reaching these goals?

Does your institution have a promising practice in this area that other Achieving the Dream institutions would benefit from?

Yes

No

Progress Update

Reflect with your group on your institution's progress in improving student success over the past academic year. Describe this progress for each area and consider both the positive factors and challenges affecting the student success efforts at your institution.

Strategy & Planning

The alignment of the institution with the umbrella goal of student success and the institution's process for translating the desired future into defined goals and objectives and executing the actions to achieve them.

Is this area part of your strategic plan?

Yes

No

Did your college pursue any strategies in this area during the past academic year?

Yes

No

Progress

Suggested maximum word count: 300 words

The GRCC Strategic Plan 2014-2017 includes the overarching goal of Student Success Pathways using four specific strategies: 1) Access & Inclusion, 2) Persistence & Completion, 3) Student Support and 4) Student Learning. Eleven College Action Projects were in various stages of implementation during the past academic year. Eight indicators of success were measured and reported regularly, specific to student success.

Progress was reported to the Strategic Leadership Team and the Board of Trustees for

Challenges

Suggested maximum word count: 300 words

Our key challenge in the area of strategy and planning for student success continues to be a lack of positive progress on our indicators of success including persistence rate, graduation rates, subsequent success of students who have taken developmental courses, and Community College Survey of Student Engagement (CCSSE) results. We believe we have the right set of student support initiatives in place but must wait for progress to be shown on these lagging indicators.

Recent survey results also indicate that many GRCC students are struggling financially to

Do you have goals in this area for the 2016-2017 academic year?

Yes

No

Goals for 2016-2017 Academic Year

Based on the analysis of your institution's progress and challenges over the past year in this area, identify one or two goals for the coming academic year for leadership and vision. What are some action steps your institution plans to take to achieve these goals?

Suggested word count: 150-300 words

New strategic plan action projects in the planning phase for 2016-17 include:

- Implementation of Guided Pathways at GRCC
- Establishment of the WELL program aimed at increasing student success of African American women
- The Diversity Learning Center at GRCC will undergo a strategic shift in mission to better focus on and support GRCC students
- Continued work on the Open Educational Resources (OER) project to provide

What resources or assistance can Achieving the Dream provide to assist you in reaching these goals?

Best practice examples for those topics listed above

Does your institution have a promising practice in this area that other Achieving the Dream institutions would benefit from?

Yes

No

Please describe the promising practice (if this is one of the interventions in your college's Interventions Showcase, feel free to include a link to the updated intervention).

Please include data that illustrates the success of this promising practice (data submission is voluntary, but encouraged). There will be an opportunity to do so at the end of the form. Data should be disaggregated by race/ethnicity, gender, and Pell status if appropriate to the intervention.

GRCC manages its strategic planning process and initiatives through strict launch, monitoring and closure systems. Membership in the Strategic Leadership team is highly inclusive with more than 75 faculty, staff, students and Board members participating in the monthly meetings. We are in the middle of our second, three-year plan using our current Strategic Plan 2014-2017. Our first three-year plan (GRCC Strategic Plan 2011-2014) was successfully completed and accomplishments documented in 2014. Our current plan includes 21 college action projects under the umbrellas of student success

Progress Update

Reflect with your group on your institution's progress in improving student success over the past academic year. Describe this progress for each area and consider both the positive factors and challenges affecting the student success efforts at your institution.

Policies & Practices

The institutional policies and practices that impact student success and the processes for examining and aligning policies and practices to remove barriers and foster student completion.

Is this area part of your strategic plan?

Yes

No

Did your college pursue any strategies in this area during the past academic year?

Yes

No

Progress

Suggested maximum word count: 300 words

After careful review, a cross college team proposed a new student mandatory orientation program. This was based on external benchmark models, national and GRCC student data (SENSE and CCSSE), internal evaluation, and institutional capacity. National results show that students who attend a mandatory orientation have increased student success, retention, and graduation rates. The orientation plan for GRCC students has been created with a high quality, high touch, and technology driven experience in mind. The primary objective is to engender a

Challenges

Suggested maximum word count: 300 words

Time to implement, cost to implement.

Do you have goals in this area for the 2016-2017 academic year?

Yes

No

Does your institution have a promising practice in this area that other Achieving the Dream institutions would benefit from?

Yes

No

If you would like to upload data with your reflection, please do so here.

AtD All Students Success Report A to C Winter 2016.doc
165.5KB
application/msword

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