



Schoolcraft
College®



SC
MOMENTUM
2021



“This pandemic has strained the fabric of our institutions and society. It also presents the college with an unparalleled opportunity to reinvent. It is heartening to see Schoolcraft use this momentum to re-evaluate itself and become increasingly relevant and effective. Schoolcraft is poised to be a catalyst of change by empowering individuals and their communities to make the world a more livable and stable experience for all.”

—Josselyn Moore, Faculty

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“Schoolcraft College strives to behave strategically and provide value beyond expectations to meet the fast and growing needs of our students, community, and business partners.”

I. LETTER FROM THE PRESIDENT

Fifty-nine years into our history, Schoolcraft College has been focused on innovation, educational excellence, and academic success. I am proud of the imprint Schoolcraft has made not only in our community, but most importantly, on our students. Year after year, our alumni are receiving jobs in their field of interest, successfully transferring to four-year institutions, and creating long-term relationships from their time at Schoolcraft. I am grateful to the faculty, staff, and Board of Trustees of Schoolcraft College who have made student success their number one priority.

Expanding on the strength of our successes and the lessons learned from our challenges, the College is looking forward to continuing in its Mission of providing transformational learning experiences to our students and community. It is with this Mission in mind that a committee of Schoolcraft faculty, staff, students, and trustees was brought together to embark upon the strategic planning process for SC Momentum 2021.

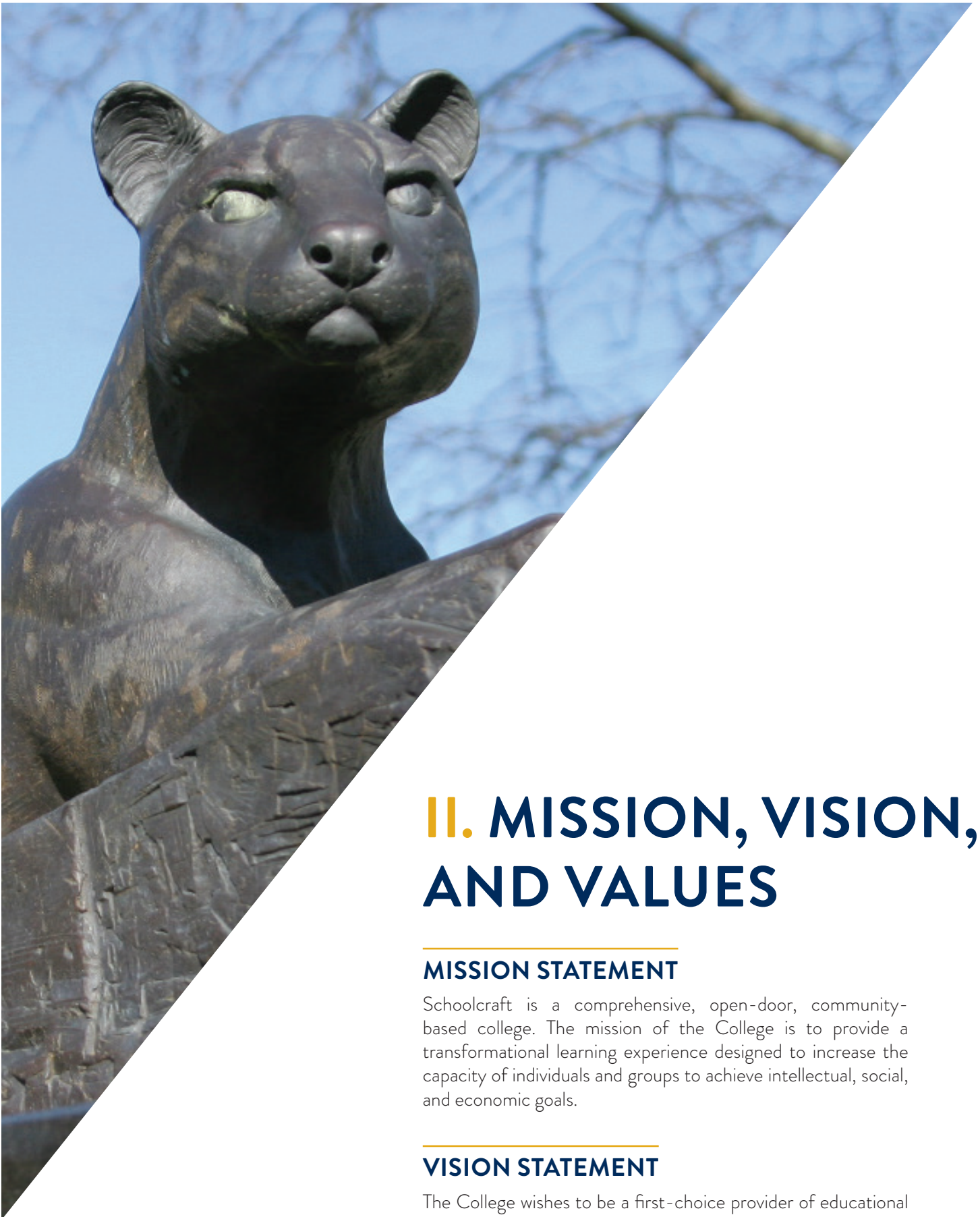
Schoolcraft College strives to behave strategically and provide value beyond expectations to meet the fast and growing needs of our students, community, and business partners. The Strategic Plan moves Schoolcraft College into position to make decisions that align with our Mission and Vision, and supports the growth of a culture that is flexible and focused on continuous quality improvement.

The strategic planning process has set the ground work to enable the Schoolcraft culture to be focused on the direction in which we plan to excel. We now have knowledge of what our community expects from us, what local business and industry needs from us, and the future in which our students are preparing to enter. The culmination of this document indicates that our work is just beginning. We will commit our energies to create initiatives within each of the themes identified within the planning process to ensure Schoolcraft College continues to add value to our learners and surrounding communities.

I would like to personally thank the Schoolcraft Community for their dedication and exemplary work on SC Momentum 2021 that was completed during a global pandemic. The work completed shows the true commitment of our faculty and staff to supporting our students and community. I am excited to be part of the leadership of such a vibrant organization and as we work towards our 60th year and beyond, we do so with the genuine intention of improving the lives of all who come to us who seek a better life. As the Schoolcraft faculty and staff have demonstrated, there is truly no limit to what Schoolcraft can accomplish when we approach this work knowing that our success depends on the collective work of many. We hope that you will join us!



Glenn R. Cerny, Ed.D.
President




II. MISSION, VISION, AND VALUES

MISSION STATEMENT

Schoolcraft is a comprehensive, open-door, community-based college. The mission of the College is to provide a transformational learning experience designed to increase the capacity of individuals and groups to achieve intellectual, social, and economic goals.

VISION STATEMENT

The College wishes to be a first-choice provider of educational services, a competent organization, functioning with integrity, behaving strategically, and providing value beyond expectations.

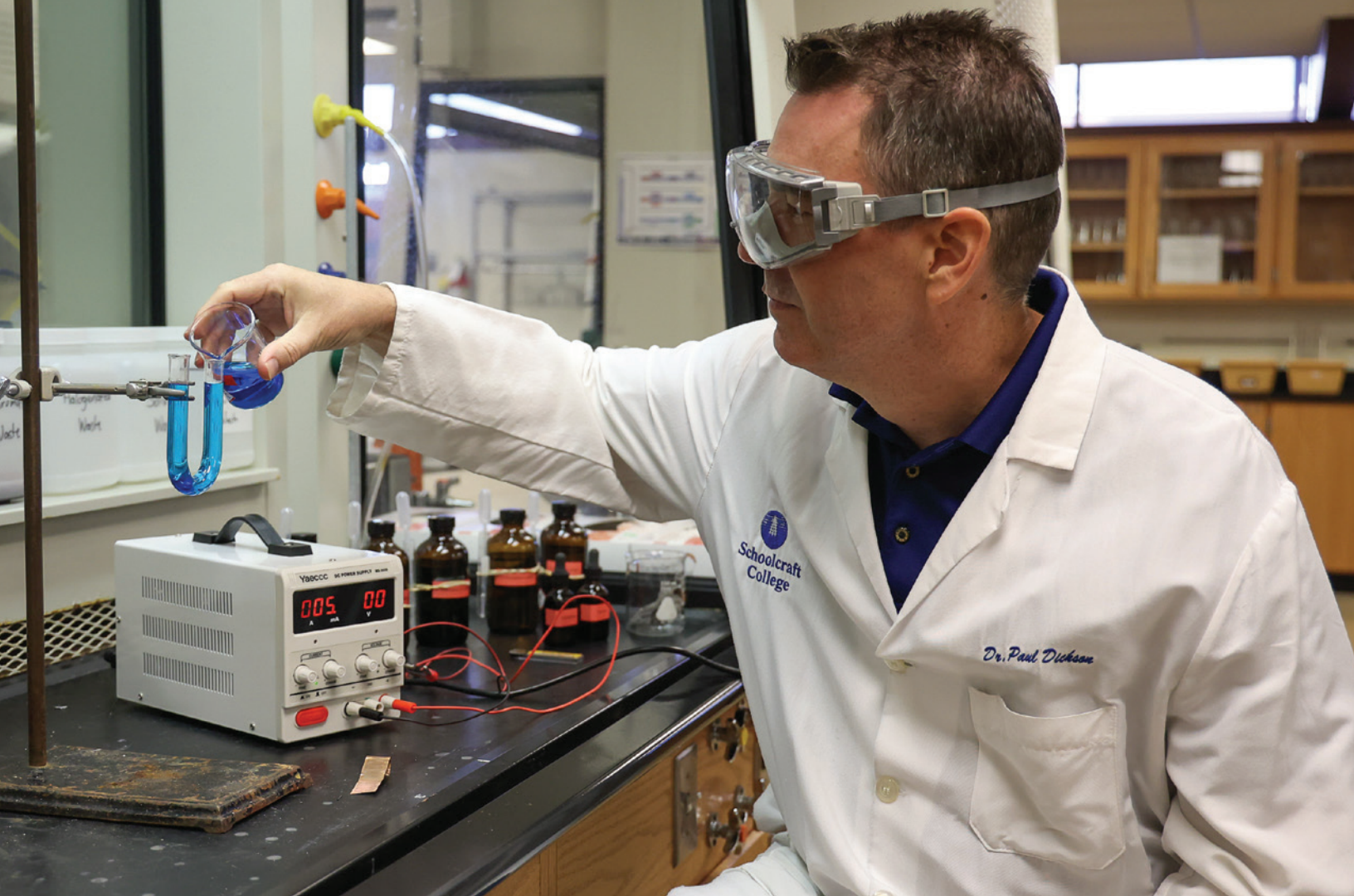


“I’m happy to see a plan that focuses on recommitment to values I know the Schoolcraft community to hold: a celebration of student success, inclusivity, and collaboration.”

—Kaitlin Williams, Part-Time Faculty

VALUES

- We recognize that students are our reason for existence and that student success is paramount to our mission.
- We pledge to follow ethical practices in the classroom, boardroom, business operations, and all other areas of the College.
- We value diversity in our students, staff, and programming.
- We are committed to having a positive intellectual, social, and economic impact on the communities we serve.
- We strive to achieve leadership in academics, management practices, employee relations, and institutional innovation.
- We strive to maintain a supportive, cordial, and aesthetically pleasing environment for our students, staff, and community.
- We encourage lifelong learning for our students and staff by providing the most current programs, utilizing the most effective instructional delivery methods.
- We believe that higher education should be accessible to the greatest number of our constituents.



III. THE STRATEGIC PLANNING COMMITTEE MEMBERS

To empower Schoolcraft College to be a catalyst for positive change to our students and community, the strategic planning process collected feedback from a variety of constituents, that started with the formation of a diverse planning committee. The Strategic Planning Committee Members represent viewpoints of our staff, faculty, students, and community.

- April Appelle – *SCSPA Union President*
- Dillon Breen – *Trustee*
- Dr. Glenn Cerny – *President*
- Laura Cullen – *Executive Director of Enterprise Applications*
- Belinda Eleson – *SCAOP Union President*
- Joan Gebhardt – *Trustee, Chair*
- Dr. Mark Huston – *Faculty, FT*
- Dr. Laurie Kattuah-Snyder – *Chief Student Services Officer*
- Steven Kaufman – *Chief Operations Officer*
- Beth LaForest – *Director of Strategic Operations & Board Liaison*
- Dr. Jerome Lavis – *Faculty Forum President*
- Brenda Leavens – *Chief Human Resource & Risk Management Officer*
- Dr. Anna Maheshwari – *Faculty, FT*
- Van Nguyen – *Chief Marketing & Communications Officer*
- Blake Nowicki – *Student*
- Joseph Ringer – *Faculty, PT*
- Melissa Schultz – *Chief Student Enrollment Officer*
- Michelle Stando – *Director of Data Strategy & Effectiveness*
- Stacy Whiddon – *Chief Academic Officer*
- Anna Whitaker – *SCAFSE Union President*
- Michael Williams – *Director of Financial Aid*

The participants were all part of the College community at the time of the planning process and the title indicates the position they held during this planning process.

IV. THE STRATEGIC PLANNING PROCESS

The year 2020 provided the entire world with ample opportunities to rethink the way routine operations were handled. At Schoolcraft, it was looked upon as an opportunity to peer into the future and further the process of integrated planning on campus. In order to accomplish this goal, the College wanted to create a diversified and forward-thinking team that represented the many areas of the College: the Strategic Planning Committee (SPC).

The SPC solicited input from internal and external stakeholders by hosting listening sessions, holding an open call for strategic initiatives, meetings with the internal college community, and reviewing student and staff surveys. Focused and facilitated sessions were held to draw data-based conclusions and the draft of SC Momentum 2021 was sent to internal groups in a phased approach for review and input.

The planning process represents a continuous improvement model that will drive Schoolcraft College to “look ever upward.” The process has been designed to create a culture of inclusion with a mindset of hearing the many voices that make up Schoolcraft College and its community and business partners.

SC Momentum 2021 is what unites Schoolcraft faculty and staff underneath the College’s Mission and Vision to move forward as one team, with one purpose, with one goal in mind: a transformative learning experience for those who come to Schoolcraft College.

Schoolcraft College now has the ability to move quickly and nimbly while measuring our progress to ensure we are meeting the needs of our students, community, faculty, staff, and business/industry partners. If at any point those needs are not being met, that is where the ongoing planning process will allow us to pivot and refocus our efforts. It is with these goals in mind, that Schoolcraft is confident that the strategic plan will give us the opportunity to find success in our strategic priorities and achieve long term sustainability and growth from Schoolcraft College and its surrounding communities.

The Strategic Plan was approved by the Schoolcraft College Board of Trustees on August 25, 2021.





“Schoolcraft is laser focused on being a significant contributor to the success of all who are seeking self-development, which is very evident in the Schoolcraft Strategic Plan.”

—Joseph Ringer,
Part-Time
Faculty





V. SC MOMENTUM 2021



INCLUSION, DIVERSITY, EQUITY, AND ACCESS

Schoolcraft College recognizes its responsibility to cultivate and promote an open and welcoming environment for students, faculty, staff, and community members of all backgrounds to work, learn, and gather. The College's Mission to increase the capacity of individuals and groups to achieve intellectual, social, and economic goals can only be obtained by embedding these concepts into the College's day-to-day operations.



STUDENT SUCCESS + ENGAGEMENT

Schoolcraft College believes that in order to best serve its students, the College must put students first. The College is committed to providing students with formal and informal opportunities to engage in the college community, both intellectually and socially, to improve learning outcomes and retention.



OUTREACH AND AWARENESS

Schoolcraft College strives to be a community partner and to continuously broaden the population in which it serves. Schoolcraft College is stronger when it operates through collaboration with its educational, business, and community partners.



INSTITUTIONAL EFFECTIVENESS

Schoolcraft College is a good steward of its financial, physical, and human resources. The College is committed to promoting a culture of continuous quality improvement to allow the College to operate efficiently and effectively in order to better serve its students and community.



INCLUSION, DIVERSITY, EQUITY, AND ACCESS (IDEA)

Schoolcraft College recognizes its responsibility to cultivate and promote an open and welcoming environment for students, faculty, staff, and community members of all backgrounds to work, learn, and gather. The College's Mission to increase the capacity of individuals and groups to achieve intellectual, social, and economic goals can only be obtained by embedding these concepts into the College's day-to-day operations.

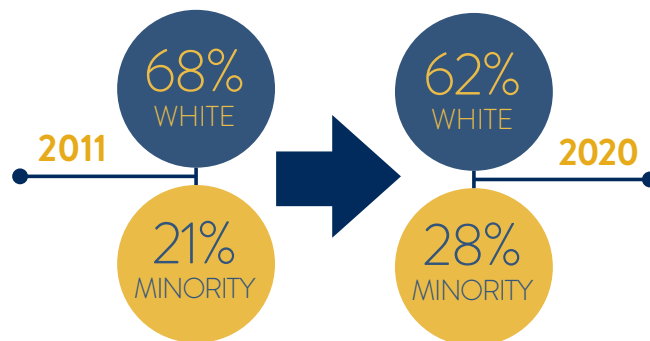
"I believe Schoolcraft has done as amazing job making all students feel comfortable and accepted."

—Schoolcraft College Student



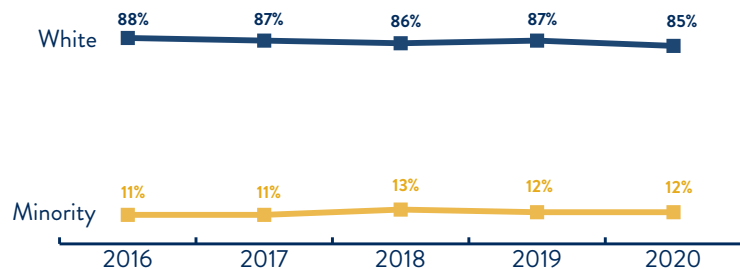
REFLECT DIVERSITY IN OUR FACULTY, STAFF, AND STUDENTS

DIVERSITY OF CREDIT STUDENTS



Source: IPEDS Fall Enrollment 2011-2020 | Excludes non-resident aliens and students with unknown ethnicity

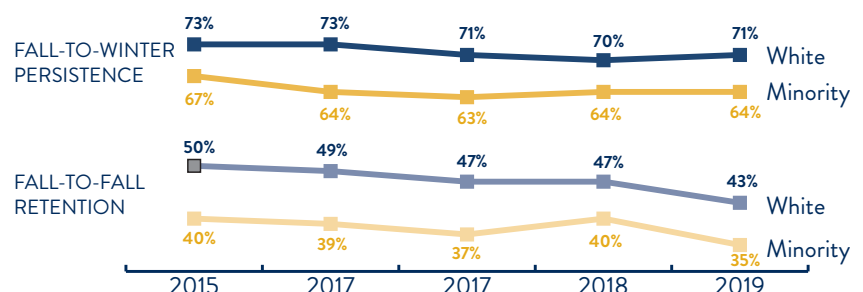
DIVERSITY OF WORKPLACE



Source: IPEDS Human Resources Reports | Excludes non-resident aliens and employees with unknown ethnicity

SUPPORT STUDENTS FROM ALL BACKGROUNDS TO SUCCEED AT SCHOOLCRAFT COLLEGE

PERSISTENCE AND RETENTION BY STUDENT COHORT

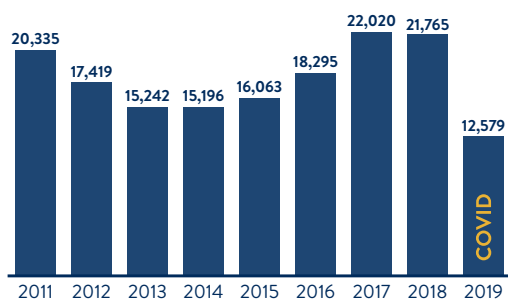


Persistence is defined as term-to-term enrollment. Retention is defined as Fall-to-Fall enrollment

Source: National Community College Benchmark Project (NCCBP) | Excludes non-resident aliens and students with unknown ethnicity

FOCUS ON STUDENT ENGAGEMENT TO INCREASE STUDENT LEARNING, PERSISTENCE, AND ATTAINMENT

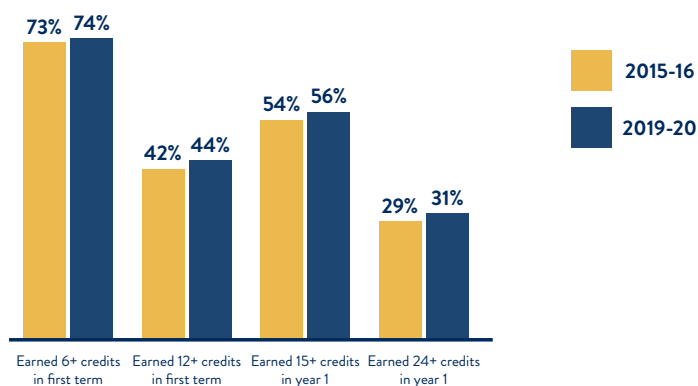
STUDENT PARTICIPATION IN COLLEGE EVENTS & ACTIVITIES PER YEAR



Source: Student Activities and Research and Analytics

PROVIDE AN ATTAINABLE, STUDENT-CENTRIC LEARNING EXPERIENCE

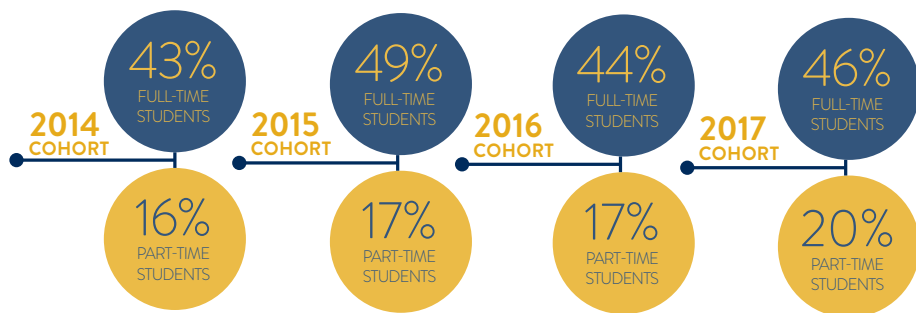
EARLY MOMENTUM – COLLEGE CREDIT ACCUMULATION



Source: National Community College Benchmark Project (NCCBP) | Among first-time students, including college level courses only

FOCUS ON DEVELOPING PATHWAYS FOR OUR STUDENTS

PERCENT COMPLETED OR TRANSFERRED WITHIN 3 YEARS



Source: National Community College Benchmark Project (NCCBP)

GRADUATES EMPLOYED IN A RELATED FIELD (within 6 months)



Source: Annual Graduate Follow-Up Survey conducted by Research and Analytics six months after graduation

Note: These percentages represent graduates employed in a position somewhat or directly related to their program of study at Schoolcraft; information is self-reported by graduates



STUDENT SUCCESS + ENGAGEMENT

Schoolcraft College believes that in order to best serve its students, the College must put students first. The College is committed to providing students with formal and informal opportunities to engage in the college community, both intellectually and socially, to improve learning outcomes and retention.

“I think that Schoolcraft offers students just about every possible tool for success.”

—Schoolcraft College Student



OUTREACH AND AWARENESS

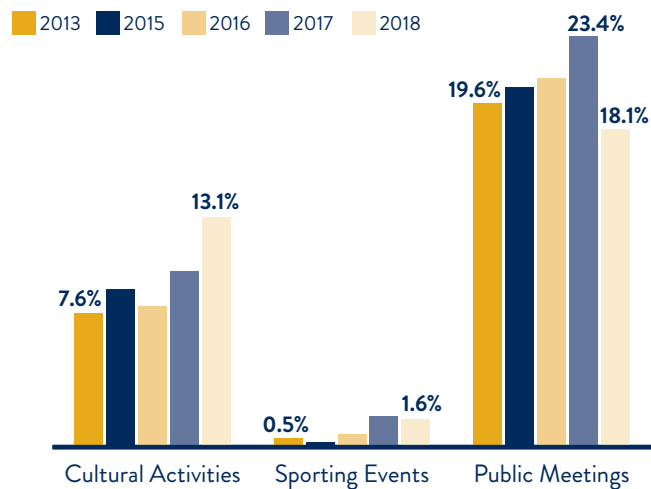
Schoolcraft College strives to be a community partner and to continuously broaden the population in which it serves. Schoolcraft College is stronger when it operates through collaboration with its educational, business, and community partners.

“We are very grateful for the professional staff that is always ready to help, and we look forward to many more years of continued partnership with Schoolcraft College...”

—NYX Corporate

ACTIVELY ENGAGE AND PARTNER WITH LOCAL COMMUNITY, K-12, AND INDUSTRY PARTNERS

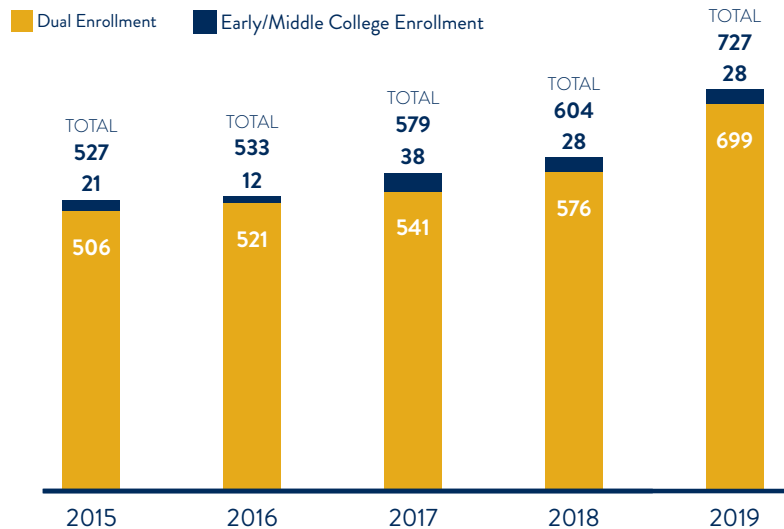
COMMUNITY MARKET PENETRATION



Source: National Community College Benchmark Project
Note: This project was not conducted in 2014

CONNECT WITH SCHOOLCRAFT STUDENTS OF TOMORROW

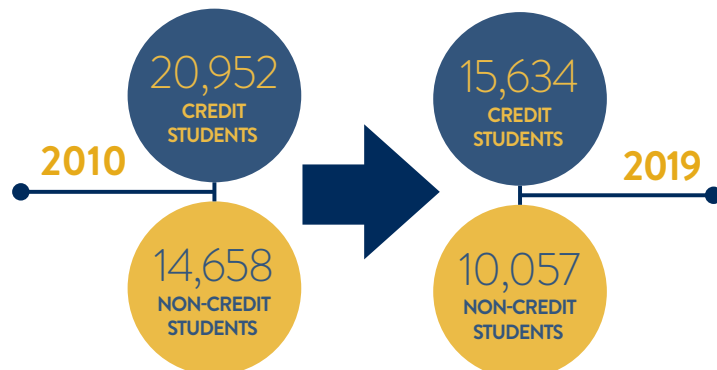
HIGH SCHOOL STUDENT CONCURRENT ENROLLMENT



Source: CEPI Section 209 Dual Enrollment Report

INCREASE AWARENESS OF COLLEGE OFFERINGS AND SERVICES

TOTAL UNDUPLICATED ACADEMIC YEAR ENROLLMENT



Source: Ellucian Colleague Enterprise Resource Management System



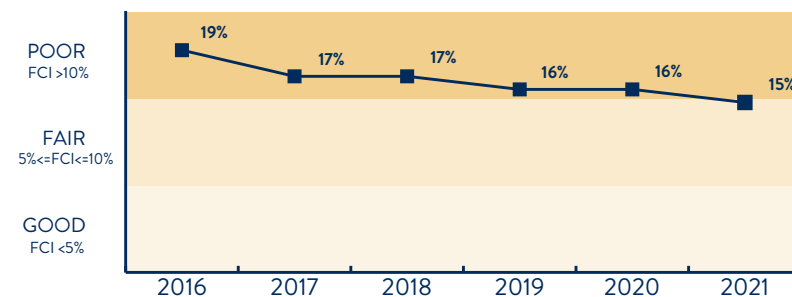
INSTITUTIONAL EFFECTIVENESS

FOCUS ON A CULTURE OF CONTINUOUS QUALITY IMPROVEMENT

- Create a process, toolkit, and annual cycle for a peer-reviewed internal audit of non-academic departments to ensure correct resourcing (financial, staffing, technology, and physical), regularly review effectiveness and efficiency of administration and operational processes, and clarification of institutional roles for non-academic departments and divisions.
- Create a process, toolkit, and annual cycle for academic program review that will outline the future direction and priorities of the academic programs.

RENEW FACILITY INFRASTRUCTURE TO SUPPORT SCHOOLCRAFT'S TEACHING, LEARNING, AND COMMUNITY NEEDS

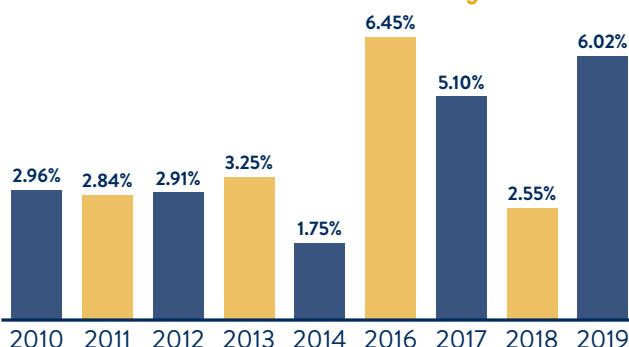
AVERAGE FACILITY CONDITION INDEX (FCI)



Facility Condition Index is an industry-standard measure that is utilized to compare building conditions.
Source: Capital Outlay Report

ATTRACT, RETAIN, AND DEVELOP A DIVERSE AND QUALITY WORKFORCE TO EMPOWER THEM TO MOVE SCHOOLCRAFT FORWARD

EMPLOYEE TURNOVER (excluding retirements)



In an effort to effectively utilize College resources, Schoolcraft College offered a buyout for employees in fiscal year 2016-2017 - 54 employees took advantage of this offer

Source: National Community College Benchmark Project (NCCBP) | Data for 2015 is not available as SC did not participate in the study in FY 2016

Schoolcraft College is a good steward of its financial, physical, and human resources. The College is committed to promoting a culture of continuous quality improvement to allow the College to operate efficiently and effectively in order to better serve its students and community.

“SC Momentum will allow us to focus on a strategic course identified by the Schoolcraft College community.”

—Stacy Whiddon, Academics

VI. SC MOMENTUM 2026: WHERE WE WANT TO BE

Schoolcraft College will be a leader in meeting students needs in unique and flexible ways. Middle school outreach, an expanded early middle college program, guided pathways to navigate educational options, diverse opportunities for adult learners, and many other distinct initiatives will be synonymous with Schoolcraft College.

Inclusion, Diversity, Equity, and Access will be inherent in the framework of all that we do. This will be evident when Schoolcraft College is a safe and welcoming place for people from all walks of life to come to learn, work, and play. The College will have succeeded when all students and community members will experience a sense of belonging and identify on multiple levels with the faculty and staff.

Schoolcraft College will be invested in a process of continuous improvement, utilizing data-driven methodologies to ensure that it is meeting the needs of its students, community, and employees. College offerings and services will be clearly focused and relevant to its varying constituents. Schoolcraft employees will be given opportunities to find their personal

professional path through mentorship, professional development, and growth opportunities. Partnerships with the community, universities, and local businesses will expand and lead to higher completion and transferability rates for our students, and an increased pipeline of qualified applicants for businesses.

Schoolcraft graduates will be the College's best advocates because Schoolcraft advocates for its students. We will see students successfully completing college-level coursework, persisting from one semester to the next, and successfully following the path that is right for them. Students will stay on campus because of the superb facilities, clubs and activities, and social spaces.

Schoolcraft will be a thriving hub of activity seven days a week, allowing for businesses and local communities to access the many benefits to engage in the college community. The combination of corporate training, athletics, student activities, community education, culinary and entertainment offerings, and the many other community engagement opportunities provides a rich environment that draws people to the College.

WE WILL HAVE SUCCEEDED WHEN WE SEE A CAMPUS THAT IS...

EQUITABLE

Concepts of IDEA will be Schoolcraft's normal operating procedures.

THE HUB

Schoolcraft is a destination spot, offering rich activities and learning opportunities.

SHOWCASED

Students act as the best advocates because Schoolcraft advocates for them.

"We believe that upward mobility is attainable despite difficult circumstances. Our job is to help remove those obstacles and turn hope into economic opportunity and growth for our students. Transforming lives is what we do."

—Michelle Stando, Research & Analytics

ACCESSIBLE

Students of varying backgrounds are graduating at comparable rates.

SUCCESSFUL

Students of diverse purposes find their unique pathways to their next destination.



VII. IMPLEMENTATION AND BEYOND

Implementation of the strategic plan will be an ongoing process that will be overseen by the Strategic Planning Steering Committee and implemented by Project Managers to achieve long term change and growth at Schoolcraft College. The implementation plan is a living, internal document that will continue to develop as the Schoolcraft community evolves.

STRATEGIC PLANNING STEERING COMMITTEE

The Strategic Planning Steering Committee will oversee the long-term components of the Strategic Planning Process in addition to serving on the Strategic Planning Committee. This committee is responsible for the day-to-day management of SC Momentum 2021, the communication to campus, and the oversight of resource allocation for all initiatives related to the plan. In addition, this team will spearhead the annual updates to SC Momentum 2021.

- President
- Chief Academic Officer
- Chief Marketing and Communications Officer
- Chief Student Enrollment Officer
- Director of Data Strategy and Effectiveness
- Director of Strategic Operations and Board Liaison
- Full-Time Faculty

STRATEGIC PLANNING INITIATIVE PROJECT MANAGERS

The Strategic Planning Initiative Project Managers are responsible for driving their assigned Strategic Planning Initiative forward. They will be responsible for data collection, completion of the Action Plan, meeting with the Steering Committee with progress reports, and the Annual Report. Each Strategic Initiative will also have a Project Champion in upper management that will work with the Project Manager.

KEY STAKEHOLDERS

- Board of Trustees
- Business and Community Members
- DEI Taskforce
- Faculty Forum and Campus Unions
- Leadership and Executive Team
- Staff
- Students



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