



KINGSBOROUGH COMMUNITY COLLEGE
STRATEGIC PLAN
2021-2025



CHARTING A COURSE TO EQUITY, EXCELLENCE AND RESILIENCE.

RESPECT DIVERSITY INTEGRITY EXCELLENCE ACCOUNTABILITY INNOVATION

**OPERATIONAL
EXCELLENCE**

**STUDENT
SUCCESS**

**GOVERNANCE
AND
PLANNING**

**WORKFORCE
DEVELOPMENT
AND
STRATEGIC
PARTNERSHIPS**

**COMMUNITY
AND
COMMUNICATION**

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Kingsborough Community College Strategic Plan

Executive Summary

The years 2020-2021 presented an important crossroads for Kingsborough Community College. Social and structural phenomena placed several challenges in our path that strengthened our commitment to serve our community effectively, thoughtfully, and compassionately. We now find ourselves poised to encounter these challenges and forge an even brighter future for our community. Now, perhaps more than ever before, it is critical for the College to intentionally care for its resources: our community and the physical campus, and prepare for the future by investing in the priorities identified in a consensus-driven, evidence-influenced strategic plan. The 2021-2025 Strategic Plan described below is guided by our commitment to our mission, vision, and values in serving our students, faculty, staff, and community while proactively and meaningfully addressing future demands. These plans address the foundational challenges facing the College and identify central themes that will guide our path forward.

Institutional Context – Challenges Facing KCC

In order to fulfill the College's mission and affirm its central values, there are two foundational challenges that will influence every aspect of our strategic work for the next five years and beyond: **building enrollment**, and **striving for equity**.

In 2015 College Council passed a statement of principles addressing equity. This statement defines and affirms the college's pledge to build upon our focus to provide *equality of access* to our programs and facilities, by striving to achieve *equity of outcomes* for all members of our community. Despite our collaborative efforts to address the inequities that we have observed and analyzed, these have stubbornly persisted. A great deal of work remains to be done. Therefore, equity remains a central challenge that influences every aspect of our plans. The second foundational challenge that is central to our future thriving as an institution is **building enrollment**. Over the past 10 years, our student enrollment has fluctuated significantly. After a peak of 15,864 on-campus students registered in Fall 2011, as of the Fall of 2020, this number had declined to 9,372. While this shift partially be explained by our relatively remote location, economic and demographic changes; programs and practices throughout the College have significant impacts on student enrollment, retention, and completion. As such, the enrollment challenge is present through all areas of College functioning and therefore, the Strategic Plan.

The year 2020 will forever be remembered as the time when everything changed. The worst-case scenario many of us imagined but few ever thought to prepare for became a reality with the global Coronavirus-19 pandemic. Kingsborough students, faculty, and staff showed their compassionate and thoughtful resilience in the effective, almost overnight shift to remote delivery of instruction and services, even while facing difficult new realities and threats to personal health and safety.

Simultaneously, the social and racial injustices that have been part of our society for centuries intersected with the COVID-19 pandemic to exacerbate the social crisis. Their combined impact on many of the communities Kingsborough serves has been disproportionate. This has been reflected in higher virus-positive rates and increasing housing and food insecurity, mental health challenges, and poor-

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quality internet connectivity for online instruction. As a result, the Strategic Plan also addresses a third foundational challenge of **institutional resilience** throughout. The goal is not to return to the pre-crisis status quo. Rather, the global pandemic has exacerbated existing inequities and challenges to our enrollment issues that will need to be addressed through careful planning and preparation. As Rosowski (2020) stated, “business as usual is not the goal, but rather business in the ‘new normal,’ with conditions dictated by [new] realities.” This Strategic Plan places this “new normal” centrally in its priorities and strategies.

The **Strategic Plan** addresses the three major challenges (enrollment, equity, and resilience) facing the college through the Strategic Framework described below. The Framework consists of 5 key pillars, which are broken down into a series of Areas of Emphasis, listed in bullets within each pillar:

Key Pillars:

Student Success:

Through coordinated efforts among faculty and administration, and reflecting student voices, provide:

- robust onboarding and continuing student experiences that improve retention and graduation rates
- clear academic and career pathways
- accurate, consistent, responsive, and high-quality advisement
- programs and services that foster student preparedness, resilience and leadership
- support services that address barriers to success and relieve student stressors
- a culture of service excellence and respect

Operational Excellence:

Strategically and collaboratively allocate resources that support excellence in:

- Facilities that are safe and conducive to learning
- Technology that is state-of-the-art and promotes student success
- Public Safety that maintains a secure environment while respecting members of the community as individuals
- Business processes that are functional and adaptable

Governance and Planning:

Collaborative governance, planning, and decision-making that reflect the College’s values by promoting:

- Governance that includes:
 - Increasing equitable representation in governance, governance committees, and college leadership
 - Regular reporting from college leadership and governance committees to the college community on major activities and decisions
 - Comprehensive governance reform grounded in the five ingredients for effective governance outlined by COACHE: Trust, Shared Sense of Purpose, Understanding, Adaptability, and Productivity

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- Enhanced digital capacity to support remote governance meetings and processes
- Shared agreement regarding the purpose and functioning of effective governance

- Strategic and operational planning that facilitates:
 - Improving our institutional alignment with Middle States Standard VI on Planning, Resources and Institutional Assessment (“a financial planning and budgeting process that is aligned with the institution’s mission and goals”)
 - Integration of strategic planning/priorities, budgeting, and resource allocation (people, technology, funding)
 - Regular reporting on the relationship between institution spending and strategic goals
 - Broad, routine sharing and discussion of data related to progress toward strategic goals, including:
 - Equity: Disaggregated data on student success metrics, faculty and staff hiring and advancement, employment outcomes, impact of strategic decision-making etc. and
 - Enrollment: Disaggregated data on enrollment and outreach among diverse communities;
 - Regular, ongoing, and structured planning and decision-making processes that provide opportunities for broad participation, clear assessment protocols and transparent lines of leadership accountability

Community and Communications:

Through the use of direct correspondence, digital media, specialized events; and advertising in print, television, radio, and online; the College will:

- Reinforce collegiality, civility, and faculty and staff satisfaction
- Brand and market our educational services
- Encourage student enrollment and retention
- Maintain communication to keep our community informed and up to date on emergencies, occurrences, and policy changes affecting our campus

Workforce Development and Strategic Partnerships:

Facilitate entry of students choosing to join the workforce and further develop strategic partnerships with the community by:

- Coordinating job placement efforts between departments and offices on campus
- Providing meaningful employment opportunities alongside the college experience
- Enhance student success by providing professional and technical skills with an academic component that will add value in an increasingly competitive job market
- Strengthening relationships with industry and employers
- Increasing Kingsborough’s visibility and presence in the community
- Expanding on-campus partnerships to increase awareness of available career resources