

## Kingsborough Community College Strategic Plan Implementation Plan

### 1. Academic Programs

Objective	MS*	Description	Time Line	Responsibility	Key Participants	Outcomes
1		Approve restructuring of General Education and begin to implement changes	Spring 2008	College Council / Curriculum Committee		General Education requirements will be modified as appropriate
2		Complete implementing the recommendations of the Liberal Arts Task Force	Fall 2007 - Spring 2010	Liberal Arts Office	Office of Academic Affairs	Faculty involvement in advisement increases; additional concentrations in Liberal Arts implemented
3		Continue to develop the Honors program and related co-curricular activities	Spring 2008 ongoing	Associate Dean for Academic Affairs	Faculty, Student Development, Student Life	Increased student participation in the Honors program
4		Create new majors in health careers (beginning with Respiratory Therapist, EMS Paramedic, and Occupational Therapy Assistant)	Fall 2010	Academic Affairs	Faculty, Department Chairs, Campus Planning & Design	New majors are implemented
5	MS-14	Implement new majors or concentrations in Liberal Arts and Sciences such as Biotechnology, Earth and Planetary Science, Criminal Justice and Chemical Dependency Counseling	Pending CUNY approval	Academic Affairs	Academic Departments, Liberal Arts Office, College Council	New majors and concentrations are implemented
6		Advocate for streamlining the program approval process at CUNY	Fall 2007	President's Office	Office of Academic Affairs	50% reduction in time to approve programs
7	MS-10	Review, revise and update transfer articulation agreements	Fall 2008 - Spring 2009 ongoing	Academic Affairs	Academic Departments	Articulation agreements are revised and updated as appropriate
8	MS-17	Increase the frequency of academic program reviews	Fall 2007	Academic Affairs	Academic Departments	Programs are reviewed every six years

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### 2. Improving Learning Outcomes

Objective	MS*	Description	Time Line	Responsibility	Key Participants	Outcomes
1		Increase support for departmental activities and faculty (individual and group) innovations designed to improve student outcomes	Ongoing	President, Office of Academic Affairs	Faculty, Department Chairs	Increase in faculty participation
2		Promote faculty development through the Center for Teaching and Learning, Writing Across the Curriculum, the Center for Advanced Technology Training, and departmental activities	Ongoing	KCTL, Department Chairs	Faculty	Faculty participants express satisfaction with activities
3		Expand Learning Communities and continue to develop extended and/or second semester LC's	Spring 2008 - Fall 2010			Achieve target of 80% of incoming freshmen in LC
4		Strengthen transparency and communication among administration/faculty/ staff/ students and Instructional Computing, Administrative Computing, and the Library and Media Services regarding available resources, procedures for accessing them, and support for using them	Fall 2008	Information Technology	Associate Dean of Academic Programs, KCTL, KCATT	Faculty report satisfaction with information technology services
5	MS-11	Identify and develop measures to assess course and program learning outcomes using consistent learner-centered language	Fall 2008	Department Chairs, Faculty	Institutional Research, Academic Affairs	All course and program outcome statements are published on web
6	MS-12	Include course outcomes and assessment measures in all syllabi distributed to students	Fall 2008	Office of Academic Affairs	Department Chairs, Faculty	Outcome statements are included in all syllabi
7	MS-6	Develop tangible strategies and methods to assess student skills and competencies in written and oral communication, quantitative reasoning, critical thinking, information and technological literacy	Fall 2008 Ongoing	General Education Committee	Department Chairs, Faculty	Methods of assessment and strategies for implementing them are developed
8	MS-13	Develop measures to assess the integration of information literacy in the teaching and learning process	Spring 2009	General Education Committee	Library Faculty, Department Chairs, Faculty	Methods of assessment and strategies for implementing them are developed
9	MS-15	Implement the learning outcomes assessment plan across the disciplines, collecting meaningful data and utilizing these data for improvement of student learning and resource allocation	Ongoing	Department Chairs, Faculty		Student performance on course and general education outcome measures improves
10	MS-16	Include students in the college's assessment planning activities	Spring 2008	College Assessment Committee		Students participate in planning assessment activities

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### 3. Developmental Education

Objective	MS*	Description	Time Line	Responsibility	Key Participants	Outcomes
1		Increase student retention and academic progress in the English developmental sequence through modifications to the curriculum, instruction, and assessment procedures	Spring 2008	English Department		Success rates in developmental English increase
2		Strengthen the learning communities model for developmental students by incorporating other disciplines including mathematics	Fall 2008	Academic Affairs	Math Department, Other Academic Departments	Learning communities are extended to more disciplines
3		Improve the success rates of students with the greatest needs in the developmental math sequence	Fall 2008	Mathematics Department	Academic Affairs, Math Workshop	Success rates in developmental Mathematics increase
4		Support faculty who teach developmental courses through additional services	Fall 2008	Academic Affairs	Academic Departments, KCTL, KCATT, Information Technology	New supports for faculty are implemented
5		Investigate ways to improve the use of tutoring, counseling, and early intervention for students in developmental and college-level courses	Fall 2008	Academic Affairs, Student Services	Academic Departments, Reading and Writing Center, KCATT, Information Technology	Success rates in developmental courses increase
6		Improve the academic preparation of students with GED diplomas	Fall 2008	Academic Affairs, Continuing Education	Student Services	New preparatory and intervention programs for GED students and graduates will be created

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### 4. Delivery of Instruction

Objective	MS*	Description	Time Line	Responsibility	Key Participants	Outcomes
1	MS-9	Increase the percentage of instruction delivered to students by full-time faculty to the 70 percent level as set by CUNY	Fall 2010	Academic Affairs	Academic Departments	Additional full-time faculty are hired
2		Support faculty who want to develop and offer more courses enhanced by technologies such as e-learning platforms, other online components, and videoconferencing	Ongoing	Academic Affairs	Academic Departments	Faculty will offer additional courses using enhanced technology
3		Develop assessments of innovative pedagogies to evaluate their effectiveness	Spring 2008	Institutional Research	KCTL, KCATT, Academic Departments	The effectiveness of innovative pedagogies will be evaluated
4		Increase collaboration with academic departments in making tutoring services available	Spring 2008	Task Force		A plan for improvement of tutoring services will be prepared
5		Implement problem-based learning, simulations and other active student-centered learning experiences where appropriate, e.g., Virtual Enterprise	Ongoing	Faculty	KCTL, KCATT, Academic Departments	Faculty will offer additional courses incorporating active learning experiences
6		Expand scheduling alternatives for courses, such as online hybrid courses	Spring 2009	Academic Depts	KCTL, KCATT, Information Technology	Additional online hybrid courses will be developed
7		Expand service learning, internships, and other learning experiences that engage students in the community	Ongoing	Faculty	Academic Departments, Academic Affairs	More applied learning experiences offered
8		Increase support for student use of technology	Ongoing	Information Technology, Academic Affairs		A plan for improvement of support for student use of technology will be prepared

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**5. Student Support**

<b>Objective</b>	<b>MS*</b>	<b>Description</b>	<b>Time Line</b>	<b>Responsibility</b>	<b>Key Participants</b>	<b>Outcomes</b>
1		Provide more scholarship support for students and streamline the process	Fall 2007	Dean of Students, Dean of Enrollment, Coll. Advancement	Information Technology, Financial Aid, Career Development	Criteria, a process, and timelines for distribution of student scholarship funds are developed and implemented
2		Develop new collaborations between student services and other departments	Spring 2008	Dean of Students	Academic Affairs, Admin Affairs, program directors	New collaborations are identified
3		Expand application of the case manager model	Spring 2008	Freshman Services and College Advisement	Developmental and Freshman English instructors	Case management services are provided to ~500 freshmen
4		Expand mentoring and peer advisor programs	Spring 2008	Dean of Students, Academic Affairs	Dean of Student Life, Associate Dean of Academic Affairs	Improvements made in student leadership programs.
5		Implement programs to support the success of minority male students	Spring 2008	Dean of Instructional Services	Director of Male Leadership Center	Needs and concerns of male students are addressed
6	MS-8	Continue to assess the effectiveness of the college's diverse student support services by increasing the emphasis on student learning outcomes in the student services area	Fall 2008	Dean of Students	Department of Student Services	Student outcomes are improved
7	MS-7	Include information on the assessment of student learning outcomes in appropriate college publications such as the student handbook and catalog	Fall 2008	Student Services	Academic Affairs, Academic Departments	Learning outcomes are posted in appropriate publications

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### 6. Enrollment Management

Objective	MS*	Description	Time Line	Responsibility	Key Participants	Outcomes
1		Create new collaborations with high schools and other colleges	Fall 2008 - Ongoing	Enrollment Mgt	Academic Affairs, Continuing Ed	New connections are established
2		Research and develop/expand new markets with particular emphasis on targeting cultural communities representative of Brooklyn such as Asian and Latino students	Fall 2008 - Ongoing	Enrollment Mgt		Asian and Latino enrollment increases
3		Recruit more effectively from Continuing Education programs	Spring 2008 - Ongoing	Enrollment Mgt	Academic Departments, Faculty, Continuing Education	Enrollments of CE alumni in credit programs will increase
4		Publicize successful college programs and student supports	Spring 2008 - Ongoing	Enrollment Mgt	Acad Affairs, Student Services	Evidence of publicity
5		Put the pre-enrollment process online (appointments for testing, advisement, registration, orientation, etc.)	Fall 2008 - Spring 2009	Enrollment Mgt	Student Services, Testing, Information Technology	New procedures implemented
6		Partner with business and community groups	Ongoing	Enrollment Mgt	Acad Affairs, Continuing Ed	New partnerships created
7		Promote a "brand identity" for Kingsborough	Spring 2008 - Spring 2009	Enrollment Mgt	Academic Affairs, Faculty, Alumni Affairs, Student Life	KCC's brand identity will be refined

### 7. Technology

Objective	MS*	Description	Time Line	Responsibility	Key Participants	Outcomes
1		Increase computer availability to students and faculty (including wireless access) taking into account the needs of physically-challenged	Spring 2008	Information Technology	Academic Affairs, Student Services	Access to computers and connectivity will increase
2		Increase the number of smart classrooms (both mobile and installed)	Spring 2008	Information Technology	Campus Facilities	The number of fixed and mobile projection units will increase
3		Improve technical support for class scheduling/ rooming and ensure compatibility with CUNY requirements	Spring 2009	Information Technology	Academic Scheduling	Support for scheduling and rooming will be enhanced
4		Explore better tracking systems, with sensitivity to privacy issues, in such areas as classroom attendance, grades, financial aid, and counseling and advising	Fall 2009	Information Technology	Academic Affairs, Academic Departments	New systems will be implemented
5		Ensure there is adequate financial and staff support for new technology initiatives	Ongoing	Information Technology	Academic Affairs, KCATT	Support for new technology initiatives will be sufficient

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### 8. Continuing Education/ Workforce Development

Objective	MS*	Description	Time Line	Responsibility	Key Participants	Outcomes
1		Investigate and possibly develop a vehicle for Workforce Development students to "bank" credit for future enrollment at KCC	Spring 2008	Center for Economic and Workforce Development	Academic Affairs	Vehicle for credit banking is implemented
2		Engage faculty in new course/ certificate/ market development	Spring 2008	CEWD	Academic Departments	New programs are developed
3		Explore cross-utilization of grant and other workforce resources to support students and develop new curricula	Spring 2008	CEWD	Academic Affairs, Continuing Education	Resources are applied to support programs
4		Engage department chairs in career areas for further development	Spring 2008	CEWD	Academic Department Chairs	New programs are developed
5		Develop "Career Pathways" as a thematic approach to new initiatives - supported by research using the ESMI Database	Spring 2008	CEWD	Academic Affairs, Continuing Education	New programs are developed
6		Refine "branding" through the continued development of the CEWD website	Spring 2008	CEWD		Brand identity on website is clarified
7		Balance new grant development with the development of a portfolio of private sector and CBO "clients" for contract courses, events and training	Fall 2008	CEWD	Continuing Education	New programs are developed

### 9. Resource Development

Objective	MS*	Description	Time Line	Responsibility	Key Participants	Outcomes
1		Implement a procedure for identifying fundraising priorities	Fall 2007	College Advancement	Strategic planning process	Priorities in scholarships, student support, and health career development are established
2		Engage alumni and retirees in fundraising activities	Fall 2007	College Advancement		Expanded relationships with alumni and retirees
3		Build relationships with foundations, corporations and organizations	Fall 2007	College Advancement		Expanded relationships with foundations, corporations and organizations
4		Develop and expand connections with government agencies funding in the areas of our identified priorities	Fall 2007	College Advancement		Increased collaborations with government agencies
5		Explore entrepreneurial revenue generating opportunities	Spring 2008	College Advancement	Dean of Students, VP for Finance & Admin, Governmental Relations	Sponsorships and other revenue generating opportunities are created
6		Provide incentives and support for faculty to engage in grant writing	Fall 2008 - Ongoing	Coll. Advancement	KCTL	Faculty interest group created

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### 10. Facilities

Objective	MS*	Description	Time Line	Responsibility	Key Participants	Outcomes
1		Complete major capital improvements	Ongoing	Campus Facilities		Capital projects completed
2		Improve the concordance of all facilities with academic needs	Ongoing	Campus Facilities	Info Tech, Acad Aff, Acad Depts	Concordance improves
3		Increase and upgrade public areas serving students	Fall 2008	Campus Facilities	Enroll Met, Student Services	Public areas upgraded
4		Explore the possibility of increasing square footage to, and/ or upgrading existing buildings on campus	Fall 2009	Campus Facilities		Feasibility investigated
5		Explore the potential for creating satellite centers off campus	Spring 2008	VP Fin & Admin	Campus Facilities, Acad Affairs, Cont Ed, Stu Svcs, Enroll. Mgt	Opportunities investigated
6		Evaluate the needs for faculty office and meeting space	Ongoing	Campus Facilities		Faculty spaces improved

### 11. Disaster Planning/ Business Continuity

Objective	MS*	Description	Time Line	Responsibility	Key Participants	Outcomes
1		Update and implement the Emergency Response and Recovery Plan	Spring 2008	Finance and Admin	Public Safety, Campus Facilities	Plans updated and implemented
2		Implement the Information Technology Services Disaster Recovery Plan	Fall 2008	Information Tech	Finance & Admin; Camp Facil	Plans updated and implemented
3		Improve communication to the college community on how to respond to emergencies	Ongoing	Finance and Admin	Public Safety, Campus Facilities, Information	Communication improved (survey)
4		Develop assessments of responses to incidents to maximize effectiveness	Ongoing	Finance and Admin	Public Safety, Campus Facilities	Effectiveness of responses improves (survey)



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### 12. Leadership and Governance

Objective	MS*	Description	Time Line	Responsibility	Key Participants	Outcomes
1	MS-1	Revisit and reassess the structure, function and number of standing committees in the College Council	Fall 2008 - Ongoing	College Council		Modifications or clarifications of committee roles completed
2	MS-2	Incorporate into the College Council a process that will assess efficiency in order to ensure appropriate linkage between planning and budgeting efforts of the college	Fall 2008 - Ongoing	College Council		Modifications or clarifications of committee roles completed

### 13. Staff and Organizational Development

Objective	MS*	Description	Time Line	Responsibility	Key Participants	Outcomes
1	MS-3	Recruit more actively and hire personnel that reflect the rich diversity of the student body	Ongoing	Academic Affairs, Human Resources	All College Departments	More diverse faculty and staff are hired
2	MS-4	Develop and implement a periodic assessment of the effectiveness of minority hiring practices	Fall 2008	Academic Affairs, Human Resources		Measures developed and implemented
3		Improve organizational effectiveness through training and development of all College personnel	Ongoing	All College Departments		Improvement in faculty and staff preparation
4		Prepare future leaders for the college through a program of leadership development	Fall 2009	Human Resources	Academic Affairs, Instructional Services	Leadership development program implemented