KCC Strategic Plan 2021-2025:

Implementation Plan
Fall 2022

Student Success

A positive and successful student experience is a college-wide responsibility that requires collaboration and coordination across all areas of the college.

SS1. Create robust onboarding procedures and continuing-student experiences

SS1.1. Increase enrollment pipeline from partner high schools by developing career pathway programs and bridge programs that connect to KCC's programs.

SS2. Increase the yield of students from those who have applied and been admitted to the College by offering program specific information sessions prior to registration, and robust onboarding experiences post-registration

SS2. Provide students with clear academic and career pathways

SS2.1. Increase student completion of gateway English and Math in their first year with strategic use immersion interventions, math and English course registration in the first year, and use of targeted academic support

SS2.2. Expand enrollment of adult learners with FLEX programming and support

SS2.3. Enhance articulation agreements with CUNY colleges

SS3. Provide accurate, consistent, responsive, and high-quality advisement

SS3.1. Improve retention, credit accumulation and graduation rates for students by strengthening advising initiatives such as enhancing the Advisement Academies, increasing the usage of Starfish, re-invigorating the 15 to finish campaign, and making degree maps more visible

SS4. Develop programs and services that foster student preparedness, resilience, and leadership

SS4.1. Promote, recruit, sustain student engagement in co-curricular activities, including student government, student ambassadorship, and other student organizations

SS4.2. Expand opportunities for students to engage in high impact practices, especially Learning Communities, Undergraduate Research, Civic Engagement; assess student access (who has access, demographic breakdown) and effectiveness of HIPS

SS4.3. Develop Faculty/staff :: student mentorship programs

SS4.4. Identify a student engagement software platform that improves efficiency in student event planning, tracks student engagement, and generates a co-curricular student record.

SS5. Provide support services that address barriers to success and relieve student stressors

SS5.1. Connect students to resources that mitigate barriers: e.g., ARC, New Americans Center, mental health counseling, child care, legal support, OER resources, tutoring, first-gen student support

SS5.2. Develop strategies for working with special populations (men of color, athletes, single parents, first generation students, probation students) to increase enrollment and success, and decrease equity gaps

SS6. Maintain a culture of service excellence and respect

SS6.1. Identify and utilize the communication platforms that work best for students.

SS6.2. Streamline processes for student success: user-friendly navigation to student resources to make it easier to know where to go for help

SS6.3. To inform decision-making, survey students (both current and those who left) about their KCC experience and/or why they left

SS6.4. Create professional development for faculty and staff (with emphasis on supporting special populations)

Operational Excellence

Strategically and collaboratively allocate resources by doing the following:

OE1. Maintain facilities that are safe and conducive to learning

OE1.2. Develop a facilities master plan that reflects future academic priorities, including regular review of the space utilization and necessary renovations

OE1.2. Retrofit buildings and public spaces with more touchless facilities – faucets & doors, T building repairs/upgrades, cafeteria space and furniture

OE1.3. Ensure effective use of outdoor grounds: green space, parking lots, roadways, external lighting, tent set up for instruction and recreation

OE1.4. Create more gathering spaces for students

OE2. Provide technology that is state-of-the-art and promotes student success

OE2.1. Improve access to technology for students at home

OE2.2. Implement tools that increase connection to students

OE3. Maintain a secure environment while respecting members of the community as individuals

OE3.1. Improve and reconfigure access to campus and on-campus surveillance including adding and upgrading cameras and technology; and improving campus lighting

OE3.2. Increase officer campus presence, particularly for classroom visits

OE3.2. Create a calendar of policy and procedure trainings for campus community (e.g., emergency shooter trainings, crisis emergency trainings)

OE4. Support excellence in business processes that are functional and adaptable

OE4.1. Take an inventory of all business processes and develop and publish written protocols

OE4.2. Improve and streamline business processes, particularly through expanding on online/automated solutions (e.g., project management platforms, Time and Leave system, annual evaluation processes in Dynamic Forms)

OE4.3. Increase staff knowledge of effective use of technology; develop online training modules for key business processes

Governance and Planning

Review, revise, and reimagine processes of collaborative governance, planning, and decision-making that reflect the College's values:

GP1. Ensure that governance provides equitable representation, regular reporting, and shared agreement

GP1.1. Complete a comprehensive governance reform that increases trust and addresses the college's challenges

GP1.2. Develop onboarding protocols for college council members, committee chairs, and other governance leaders.

GP1.3. Promote shared agreement regarding the purpose and functioning of effective governance across the college

GP1.4. Increase equitable representation in governance, governance committees, and college leadership

GP1.5. Require regular reporting from college leadership and governance committees to the college community on major activities and decisions

GP2. Engage in strategic and operational planning that facilitates alignment with the institutional mission and provides regular opportunities for sharing and discussion of progress toward strategic goals

GP2.1. Promote planning processes that serve the College's mission, vision, and values and align with the allocation of resources

GP2.2. Report regularly on the relationship between institution spending and strategic goals

GP2.3. Engage in broad, routine sharing and discussion of data related to progress toward strategic goals (e.g., equity, enrollment)

GP2.4. Increase alignment between the college strategic plan and PMP university goals.

GP2.5. Create 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

CC1. Reinforce collegiality, civility, and faculty and staff satisfaction

CC1.1. Create pathways that allow for more collaborative decision making between faculty and administration

CC1.2. Host morale- and team-building activities as well as other activities to engage faculty, staff, and students

CC1.3. Conduct regular surveys of faculty and staff to identify and address strengths and areas of concern

CC1.4. Maintain consistent communication of community standards.

CC2. Brand and market our educational services to the community

CC2.1. Update marketing materials; include data and infographics

CC2.3. Implement "Did You Know" campaigns to inform campus community about campus resources and highlighting faculty, staff, and students across campus.

CC2.3. Improve website visuals, layout, and navigation and convene an annual website liaison meeting to review and update its contents.

CC2.3. Increase footprint of marketing area (local advertising, commercials, MTA ads in the neighborhood)

CC3. Promote student enrollment and retention through increased communication and outreach

CC3.1. Increase communication modalities with students

CC3.2. Increase outreach to older/under-represented groups

CC3.3. Utilize KBCC Van in traditionally underserved communities

CC4. Maintain communication to keep our community informed and up to date on emergencies, occurrences, and policy changes affecting our campus

CC4.1. Increase communication regarding changes to policy, personnel, procedures, and resources

CC4.2. Engage in intentional community building through sharing student success stories, community chats, underrepresented groups

CC4.3. Utilize message bulletin boards and screens across campus to provide updates and information

Workforce Development and Strategic Partnerships

Collaboration, coordination, and communication in all departments across campus are important in helping students to achieve their desired goals of career readiness and access to opportunities in their chosen path.

WD1. Coordinate internship and job placement efforts between departments and offices on campus

WD1.1. Create a centralized workforce location on campus and/or online for students and faculty that offers internships and job opportunities

WD1.2. Increase communication between departments so faculty become more aware of available internships

WD1.3. Continue to hold job fairs on campus and virtually for credit and non-credit students

WD1.4. Create a Workforce Committee with representatives from selected departments

WD2. Enhance student success by providing professional and technical skills with an academic component that will add value in an increasingly competitive job market

WD2.1. Further develop efforts to educate students about the skills needed to increase their employability in the 21st century

WD2.2. Offer/expand micro-credentialing opportunities

WD2.3. Strengthen connections between credit and non-credit courses and programs (credit for prior learning)

WD3. Strengthening relationships with government, industry, and employers

WD3.1. Further develop partnerships with employers to assist employees to earn degrees/obtain certifications (upskilling)

WD3.2. Increase collaboration with local businesses and government to provide students with internship opportunities, paid and non-paid

WD3.3. Explore innovative ways to increase community/business relationships (e.g., provide space in exchange for internships, further existing relationships with vendors, etc.