

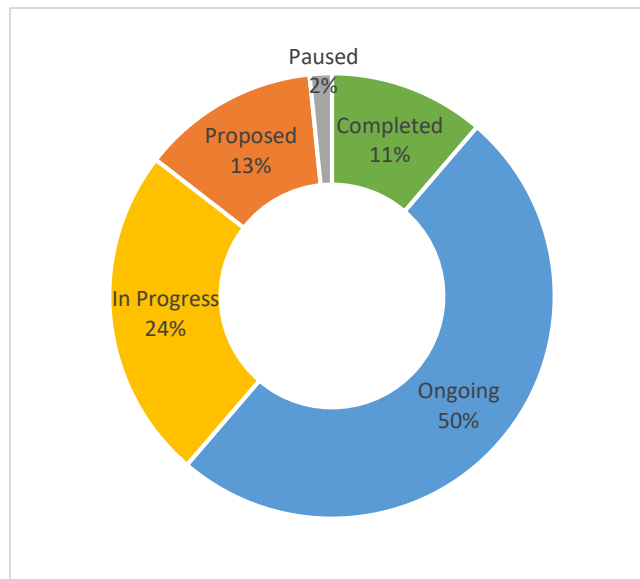
# KCC Strategic Plan 2022-2025:

## Implementation Plan and Progress Summary

### Progress Summary:

The Strategic Plan consists of 5 Key Areas (Student Success, Operational Effectiveness, Governance and Planning, Community and Communications, and Workforce Development & Strategic Planning). Within these Key Areas the campus community has 18 Areas for Emphasis and 62 implementation strategies to address these areas. The Key Areas, Areas of Emphasis, and Implementation Strategies are listed in the Finalized Implementation Plan on the next page.

The divisions' annual updates and PMP have been used to track progress on the Strategic Plan implementation strategies. Overall progress is shown in the figure below:



Half of the implementation strategies are Ongoing, indicating that these are ongoing projects with no set end goal. 11% of the goals are Completed. 15% are either Proposed or Paused, indicating that they have not yet been started or have some kind of barrier that has prevented progress. The Implementation Plan provides a breakdown of progress on each Implementation Strategy.

The section below provides *highlights* for each area of emphasis in the Strategic Plan of how a specific implementation strategy was carried out.

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### Implementation Plan Highlights

#### 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

- To increase enrollment pipelines from partner high schools and bridge programs, **Enrollment Management** developed partnerships with a variety of employment partners (e.g., Amazon, Pittston Group, Grad Hotels, AmEx, Magna Operation, Intermountain) that allow eligible employees of these companies to receive tuition reimbursement.
- **Enrollment Management** also collaborated with Marketing + Communications and the President's Office to increase communication with students between admission and enrollment. On-campus tours have been reinstated, and now include program-specific information sessions introducing students to faculty from the program, advisors associated with the program, and career services opportunities.
- **Student Affairs** redesigned New Student Orientation and created new, mandatory, and virtual opportunities for students.

##### SS2. Provide students with clear academic and career pathways

- **Academic Affairs** has worked to create 8 new online programs and one certificate that are fully approved and has submitted an additional two programs for approval.
- **Articulation agreements** have been created in AS Education Studies, AS Business Administration, Chemistry, and WGS.
- **A pipeline opportunity with SPS** has been created and the first transfer class graduated 8 students.
- **KCC** received the **Heckscher grant**, to assist in updating transfer information in TREX as well as working with other CUNY schools to develop additional articulation agreements.
- **CUNY Flex** has expanded enrollment to 781 students.
- **Math and English gateway courses** are in the process of a huge redesign after the removal of remedial courses.

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

- **Starfish** has been implemented to assist in improving retention, credit accumulation, and graduation rates by strengthening the connection between students, faculty, and advisors.

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

- **Student Affairs** instituted student stipends for elected officials to acknowledge and reward student leaders.

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- **The Faculty/Staff::Student Mentoring Program** has been implemented. In AY 2021-22, 35 students were connected with a faculty or staff member to serve as a mentor. The program has continued in this academic year.
- **Academic Affairs** continues to support **High-Impact Practices** including Learning Communities, Undergraduate Research, and Civic Engagement. Last year **KCTL** held a winter workshop on High-Impact Practices and hosts FIGS on Undergraduate Research and Experiential Learning. The **Assessment Committees** are working to develop assessment in Civic Engagement courses and conducted their first round of data collection in Spring 2022.

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

- **Student Affairs** held a First-Generation celebration, highlighting the challenges first-gen students face and highlighting resources to support them. The Men's Resource Center
- **Tutor.com** use has increased, and Flex has a designated math tutor to support students who need that specific support.
- **Student Affairs** has developed a specific team of advisors to support students on probation and has developed a series of workshops and resources for students on probation to get them back on track.

### SS6. Maintain a culture of service excellence and respect

- The College acquired **Signal Vine**, a two-way texting platform that connects student support offices to students through an additional modality.
- **Enrollment Management** developed the Village Center to support the enrollment process.
- **The Leaver Survey** was administered to gather information from students who did not return to KCC and try to determine what they would need in order to return.
- **KCeL and KCTL** continue to train faculty in online, Hybrid, and HyFlex instruction and run a number of FIGs which allow faculty to develop and support each other in knowing how to best serve special populations.

## Operational Excellence

Strategically and collaboratively allocate resources by doing the following:

### OE1. Maintain facilities that are safe and conducive to learning

- The **cafeteria** has been upgraded.
- **T-building repairs** are almost complete
- **Touch-free Faucets and doors** have been installed across campus.
- **Student gathering spaces**, including the SU/IC and outdoor gathering spaces have been added.

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

- **IT** implemented Wifi hotspots and a laptop lending program for students who needed the technology during the pandemic.
- **Student Wellness** implemented several programs to assist in supporting student mental health and wellbeing on and off campus, including Togetherall, Protocall, and Shrinkspace.

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

- **Public safety** has increased the presence of cameras across campus and a site lighting on the Seawall side of campus is in progress. There have also been multiple efforts made to continue to support officer presence across the campus and ensure that public safety is properly staffed.

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

- Collections are up .5% over FY 2021, and **Finance & Administration** continues to work to increase collection rate to pre-pandemic levels.
- **Enrollment Management** has worked to develop call scripts for the AIC to enhance outreach to accepted students.
- **The Readmission process** was moved to **Admissions Services**, who is evaluating the existing process to make improvements.
- **The Registrar's office** is working to improve diploma delivery time by updating student records on a rolling basis.
- **Enrollment Management** is developing trainings for Schedule Builder to help students learn how to successfully register for classes without assistance from an advisor. They are also providing trainings in DegreeWorks to acclimate faculty to new updates.

## 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

- The **external governance review** was completed in Fall 2021 and recommendations have been presented to the campus community.
- Division leadership sends out **monthly updates** to the campus community.

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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

- The **Office of Institutional Effectiveness** has met with each AES unit to develop or refine their mission statement, which aligns with the College's mission, the Division's mission, and their own goals.
- **Assessment Week** was launched in May 2022 to share assessment in academic and AES units.
- **Enrollment Management** regularly reports on attendance at its events and the impact on its enrollment.

## Community and Communications

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

- **Town Halls** were held to review the governance plan, the return-to-office plan, and other issues.
- **The President's Office** hosted a thank-you breakfast to all those involved in the Fall 2022 enrollment push.
- The College hosts a series of **Recognition Events** such as the Years of Service luncheon, the Faculty Recognition Ceremony, the Veterans Affairs Thank you Reception, etc.
- The **Office of Institutional Effectiveness** continues to conduct the Faculty and Staff Satisfaction Survey each year. In AY 2021-22 a committee was convened to review the results and make recommendations, and the results of the survey and the committee recommendations were shared at Assessment Week.

CC2. Brand and market our educational services to the community

- The **Website redesign** is underway.

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

- **Student Affairs** has increased its social media presence to reach more students and highlight student activities.
- **Flex's** digital advertising campaign targets older students.
- **Recruitment** works with partners in neighborhoods such as Sunset Park and Coney Island to increase recruitment in those areas.
- **The wrapped van** is regularly used by recruiters to support recruitment efforts.
- Efforts to hire more diverse recruiters are underway.
- The **Dreams Begin Here campaign** was translated into Spanish and includes Spanish-speaking staff informing students about resources

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

- **HR** created a form to assist in providing regular updates on staffing changes in units, which is currently in use.
- The **electronic message bulletin boards** have been implemented and are in use, in addition to physical bulletin boards across campus.

## 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

- The Career Development Team works with more than 70 employers and partners and the list is growing. In 2021-22 there were 75 paid internships.

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

- Academic Affairs and Continuing Education collaborated on the development of two **microcredentials** funded by the NY CCEO Jobs Council.

WD3. Strengthening relationships with government, industry, and employers

- The college received approximately \$6.8 million from the city, state, private and public organizations to support the offshore wind (OSW) initiatives, which will provide capital and training funding for renovations to the Maritime Technology building, climbing tower, upgrading classrooms with new technology, and upgrading/maintaining the R/V CUNY 1.