

**Kingsborough Community College Strategic Plan**  
**Strategic Objectives**  
**May, 2007**

**1. Academic Programs**

1. Continue the review of General Education and develop recommendations for change.
2. Complete implementation of the recommendations of the Liberal Arts Task Force.
3. Continue to develop the Honors program and related co-curricular activities.
4. Conduct assessments to determine the needs for new majors in career areas such as Veterinary Technician, Respiratory Therapy, Radiologic Technology, Certified Occupational Therapy Assistant, EMT/Paramedic, and Pharmacy Technician. (M-14)
5. Implement new majors or concentrations in Liberal Arts and Sciences such as Biotechnology, Earth and Planetary Science and Criminal Justice.
6. Advocate for streamlining the program approval process at CUNY.
7. Develop and implement a plan to review, revise and update transfer articulation agreements. (M-10)
8. Increase the frequency of academic program reviews from every 10 years to every five years. (M-17)

**2. Improving Learning Outcomes**

1. Increase support for departmental activities and faculty (individual and group) innovations designed to improve student outcomes.
2. Promote faculty development through the Center for Teaching and Learning, Writing Across the Curriculum, the Center for Advanced Technology Training, and departmental activities.
3. Expand Learning Communities and continue to develop extended and/or second semester LC's.
4. Increase 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.
5. Identify and develop measures to assess course and program learning outcomes using consistent learner-centered language. (M-11)
6. Include course outcomes and assessment measures in all syllabi distributed to students. (M-12)
7. Develop tangible strategies and methods to assess student skills and competencies in written and oral communication, quantitative skills, critical thinking, information and technological literacy. (M-6)
8. Develop measures to assess the integration of information literacy in the teaching and learning process. (M-13)
9. Implement the learning outcomes assessment plan across the disciplines, collecting meaningful assessment data and utilizing these data for improvement of student learning and resource allocation. (M-15)
10. Include students in the college's assessment planning activities. (M-16)

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**3. Developmental Education**

1. Increase student retention and academic progress in the English developmental sequence.
2. Strengthen the Learning Communities model for developmental students by incorporating other disciplines including mathematics.
3. Improve the success rates of students with the greatest needs in the developmental math sequence.
4. Support faculty who teach developmental courses through additional services.
5. Investigate ways to improve the use of tutoring, counseling, and early intervention for students in developmental courses.
6. Improve the academic preparation of students with GED diplomas.

**4. Delivery of Instruction**

1. Increase the percentage of instruction delivered to students by full-time faculty to the 70 percent level as set by CUNY. (M-9)
2. Support faculty who want to develop and offer more courses enhanced by technologies such as e-learning platforms, other online components, and videoconferencing.
3. Develop assessments of innovative pedagogies to maximize their effectiveness.
4. Increase collaboration with academic departments in making tutoring services available.
5. Implement problem-based learning, simulations and other active student-centered learning experiences where appropriate, e.g., Virtual Enterprise.
6. Expand scheduling alternatives for courses, such as hybrid courses.
7. Expand service learning, internships, and other learning experiences that engage students in the community.
8. Increase support for student use of technology.

**5. Student Support**

1. Provide more scholarship support for students, and streamline the process.
2. Develop new collaborations between student services and other departments.
3. Review the case manager model for possible expansion.
4. Expand mentoring and peer advisor programs.
5. Implement programs to support the success of minority male students.
6. 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. (M-8)
7. Include information on the assessment of student learning outcomes in appropriate college publications such as the student handbook and catalog. (M-7)

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**6. Enrollment Management**

1. Create new collaborations with high schools and other colleges.
2. Research and develop/ expand new markets with particular emphasis on targeting cultural communities representative of Brooklyn such as Asian and Latino students.
3. Recruit more effectively from Continuing Education programs.
4. Publicize successful college programs and student supports.
5. Put the pre-enrollment process online (appointments for testing, advisement, registration, orientation, etc.).
6. Partner with business and community groups.
7. Promote a "brand identity" for Kingsborough.

**7. Technology**

1. Increase computer availability to students and faculty (including wireless access) taking into account the needs of physically challenged students.
2. Increase the number of smart classrooms, laboratories, and other instructional spaces (both mobile and installed).
3. Implement a class scheduling/ rooming program and procedures appropriate for KCC.
4. Explore better tracking systems in such areas as classroom attendance, grades, financial aid and counseling, with sensitivity to privacy issues.
5. Ensure there is sufficient support for new technology initiatives.

**8. Continuing Education/ Workforce Development**

1. Incorporate workforce, community, and economic development into the academic program.
2. Increase collaboration between credit and non-credit programs.
3. Develop appropriate resources and partnerships to support student, faculty and community activities in economic and workforce development.
4. Promote internships, job shadowing, and other activities that engage students and faculty in economic and workforce development.
5. Develop a "brand identity" for the Center for Economic and Workforce Development.

**9. Resource Development**

1. Implement a procedure for identifying fundraising priorities.
2. Engage alumni and retirees in fundraising activities.
3. Build relationships with foundations, corporations and organizations.
4. Develop and expand connections with government agencies funding in the areas of our identified priorities.
5. Explore entrepreneurial revenue generating opportunities.
6. Provide incentives and support for faculty to engage in grant writing.

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**10. Facilities**

1. Complete major capital improvements.
2. Improve the concordance of all facilities with academic needs.
3. Increase and upgrade public areas serving students.
4. Explore the possibility of increasing square footage to, and/or upgrading existing buildings on campus.
5. Explore the potential for creating satellite centers off campus.
6. Increase and improve faculty office and meeting space.

**11. Disaster Planning/ Business Continuity**

1. Update and implement the Emergency Response and Recovery Plan.
2. Implement the Information Technology Services Disaster Recovery Plan.
3. Improve communication to the college community on how to respond to emergencies.
4. Develop assessments of responses to incidents to maximize effectiveness.

**12. Leadership and Governance**

1. Revisit and reassess the structure, function and number of standing committees in the College Council. (M-1)
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. (M-2)

**13. Staff and Organizational Development**

1. Recruit more actively and hire personnel that reflect the rich diversity of the student body. (M-3)
2. Develop and implement a periodic assessment of the effectiveness of minority hiring practices. (M-4)
3. Improve organizational efficiency through staff training and development.
4. Prepare future leaders for the college through a program of leadership development.