2025-2030

STRATEGIC PLAN

STUDENT SUCCESS | COMMUNITY IMPACT | REDUCE ACHIEVEMENT GAPS | SUCCESSFUL TRANSFER | WORKFORCE OUTCOMES | INCREASE OPERATIONAL EFFECTIVENESS

KINGSBOROUGH IS BROOKLYN'S COMMUNITY COLLEGE.

Each year Kingsborough serves roughly 10,000 degree students, 14,000 in continuing education, and 11,000 in dual enrollment courses for high school students. These students originate in 140 countries, most of them first-generation and low-income, coming to Kingsborough seeking education and economic opportunity to better themselves and to support their families and communities. Kingsborough's 2025-2030 Strategic Plan is the roadmap for delivering on our commitment to them.

This plan is a decision-making tool for the college and a map for all Kingsborough stakeholders, identifying collective goals toward which the college will strive by 2030.

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VITALS	GOALS	INITIATIVES	VISION

ONE VISION FOR KCC BY 2030

BETTER OUTCOMES FOR STUDENTS – improved retention and timely graduation, more effective transfer to earn a bachelor's degree, and stronger preparation for good jobs with livable wages and long-term career tracks; all of this is built on a foundation of an excellent and engaged education and student experience.

A STRONGER INSTITUTION – financially viable and operating smoothly and effectively, able to support faculty and staff to develop as professionals, and offering academic programs that both build on the institution's strengths and on faculty expertise, and are up-to-date and relevant to student interests and to local labor markets.

A BROOKLYN INSTITUTION – fully participating in the economic, cultural and social life of Brooklyn, with deep and productive ties to communities, employers and organizations that extend KCC's reach and impact, and support equitable economic development.

KCC VITALS

FULL-TIME EQUIVALENT (FTE)	
BASELINE	2030 TARGET
6,272	6,657

THREE-YEAR GRADUATION RATE	
BASELINE	2030 TARGET
28%	40%

OPERATING BUDGET RESERVE	
BASELINE	2030 TARGET
$0	$5M

2025-2030 KINGSBOROUGH STRATEGIC PLAN GOALS

01 IMPROVE STUDENT RETENTION AND TIMELY GRADUATION

Lead: Avery Mullen, Registrar

Increase student retention and timely completion by tracking early momentum (credit accumulation, gateway course success and term-to-term persistence) and delivering interventions to support student success.

02 OFFER HIGH-QUALITY ACADEMIC PROGRAMS THAT SUPPORT COMMUNITY NEEDS

Lead: Sharon Warren Cook, Senior Vice President of Academic Affairs and Provost

Develop and redesign high-quality academic programs that are effective and meet the needs of diverse current and future Kingsborough students.

03 REDUCE RACIAL/ETHNIC EQUITY GAPS

Lead: Natasha Edwards, Dean of Student Affairs

Increase equity in access and student outcomes through the implementation of targeted academic support, financial assistance, faculty and staff professional development and student success programs.

04 PREPARE STUDENTS FOR SUCCESSFUL TRANSFER

Lead: Juliana Bayol, Transfer Manager

Significantly improve transfer outcomes for students, including rates of transfer to study for a bachelor's degree, numbers of credits that transfer into bachelor's degree majors and increases in timely degree completion.

05 SUPPORT STUDENTS IN SUCCESSFUL WORKFORCE OUTCOMES

Lead: Monica Malowney Assistant Vice President for Career & Industry Partnerships

Support all students, regardless of major, to connect college learning to workplace success, to develop their career interests, gain direct exposure to the workplace and maximize their potential for good jobs with family-sustaining wages.

06 OPERATIONAL EFFECTIVENESS

Lead: Andres Escobar, Vice President for Finance and Administration

Develop and improve systems and processes that enable staff and faculty to successfully steward college resources and support student success.

KINGSBOROUGH FOUNDATION

Since 1982, the Kingsborough Community College Foundation, a tax-exempt 501(c)(3) organization, has supported the mission of Kingsborough Community College by connecting generous donors with meaningful opportunities to invest in our students, faculty and programs. Through the Foundation, individuals, corporations and philanthropic organizations can make tax-deductible gifts that help create life-changing educational opportunities and strengthen the College community. The Foundation is guided by an independent Board of Trustees elected on a rotating basis.

READ THE FULL PLAN

Scan the QR code or visit:
www.kbcc.cuny.edu/2025-strategic-plan

KINGSBOROUGH
BROOKLYN'S COMMUNITY COLLEGE

CUNY