

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					

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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 Develop tangible strategies and methods to assess student sk	Fall 2008	Office of Academic Affairs	Department Chairs, Faculty	Outcome statements are included in all syllabi

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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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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

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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)

