



KINGSBOROUGH COLLEGE

# STRATEGIC PLAN

2021-2025



**CHARTING A COURSE TO GROWTH, EXCELLENCE AND DISTINCTION**

**RESPECT DIVERSITY. CHALLENGE. INNOVATE. LEAD.**



STAFFING  
SUCCESSIONS

OPERATIONAL

KINGSBOROUGH

FEDERAL TECHNOLOGY CENTER

GOVERNANCE

PLANNING

WORKFORCE  
DEVELOPMENT  
AND  
STRATEGIC  
PARTNERSHIPS

COMMUNITY  
AND  
COMMUNICATIONS

# Kingsborough Community College Strategic Plan

## Executive Summary

The year 2020-2021 presented an important crossroads for Kingsborough Community College. Social and structural phenomena placed several challenges in our path that strengthened our commitment to serve our community effectively, thoughtfully, and compassionately. We now find ourselves poised to encounter these challenges and forge an even brighter future for our community. Now, perhaps more than ever before, it is critical for the College to intentionally care for its resources: our community and the physical campus, and prepare for the future by investing in the priorities identified in a consensus driven, evidence-influenced strategic plan. The 2021-2025 Strategic Plan described below is guided by our commitment to our mission, vision, and values, preserving our students, faculty, staff, and community while proactively and meaningfully addressing future demands. These plans address the foundational challenges facing the College and identify central themes that will guide our path forward.

### Institutional Context- Challenges Facing KCC

In order to fulfill the College's mission and affirm its central values, there are two foundational challenges that will influence every aspect of our collaborative efforts to address the inequities that we have observed stubbornly persisted. A great deal of work remains to be done. Therefore, equity remains a challenge that influences every aspect of our plans. The second foundational challenge that influences our future thriving as an institution is building enrollment. Over the past 10 years, our student enrollment has fluctuated significantly. After a peak of 15,864 on-campus students registered in 2011, as of the Fall of 2020, this number had declined to 10,372. While this shift is partially due to our relatively remote location, economic

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- Ñ Enhanced digital capacity to support remote governance meetings and processes
- Ñ Shared agreement regarding the purpose and functioning of effective governance
- Strategic and operational planning that facilitates:
  - Ñ Improving our institutional alignment with Middle States Standard for Planning, Resources and Institutional Assessment (“a financial planning and budgeting process that is aligned with the institution’s mission and goals”)
  - Ñ Integration of strategic planning/priorities, budgeting, and resource allocation (people, technology, funding)
  - Ñ Regular reporting on the relationship between institution spending and strategic goals
  - Ñ Broad, routine sharing and discussion of data related to progress toward strategic goals, including:
    - √ Equity: Disaggregated data on student success metrics, faculty and staff hiring and advancement, employment outcomes, impact of strategic decision-making etc. and
    - √ Enrollment: Disaggregated data on enrollment and outreach among diverse communities;
  - Ñ 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 Communication

Through the use of direct correspondence, digital media, specialized events; and advertising in print, television, radio, and online; the College will:

- x Reinforce collegiality, civility, and faculty and staff satisfaction
- x Brand and market our educational services
- x Encourage student enrollment and retention
- x Maintain communication to keep our community informed and up to date on emergencies, occurrences, and policy changes affecting our campus

## Workforce Development and Strategic Partnerships

Facilitate entry of students choosing to join the workforce and further develop strategic partnerships with the community by:

- x Coordinating job placement efforts between departments and offices on campus
- x Providing meaningful employment opportunities alongside the college experience
- x Enhance student success by providing professional and technical skills with an academic component that will add value in an increasingly competitive job market
- x Strengthening relationships with industry and employers
- x Increasing Kingsborough’s visibility and presence in the community
- x Expanding on-campus partnerships to increase awareness of available career resources