



Kansas City Kansas
Community College™

STRATEGIC PLAN

2024-2027

04

**Student
Success**



06

**Quality
Programs &
Services**



08

Employee Engagement



10

Community Engagement



Student Success

Provide services and resources that empower students to attain their goals.

GOAL 1 Enhance student-centered services and processes.

KPI Biennial Noel Levitz Student Satisfaction Inventory survey score for student-centered services (Baseline 2022).

Initiatives:

- 1 | Enhance admission and orientation processes to create a more seamless and responsive experience for prospective students.
- 2 | Identify and remove barriers to successful student enrollment, persistence to enroll in the next semester, and degree and certificate completion.
- 3 | Enhance and expand classroom delivery options, including online, weekend, intercession, hybrid and hyflex classes.
- 4 | Increase student participation in service learning, undergraduate research, apprenticeships, internships and similar opportunities.

GOAL 2 Achieve and maintain a retention rate of first-time, full-time degree/certificate-seeking students at or above KCKCC's Integrated Postsecondary Education Data System (IPEDS) Comparison Group Median, maintaining a minimum baseline of 58%.

KPI Year-over-year actual retention rate.

Initiatives:

- 1 | Enhance capabilities and increase college-wide use of an early intervention system for at-risk students.
- 2 | Create and implement an academic and career advising framework focused on guided pathways to increase student persistence to the next semester.
- 3 | Expand and promote integrated student support services to further enhance holistic student wellness.
- 4 | Expand dual and concurrent enrollment opportunities with area high schools to continue student enrollment after high school at KCKCC.

GOAL 3 Maintain a 150% of normal time completion rate for first-time, full-time degree/certificate-seeking students at or above KCKCC's Integrated Postsecondary Education Data System (IPEDS) Comparison Group Median, maintaining a minimum baseline of at least 28%.

KPI Year-over-year completion rate.

Initiatives:

- 1 | Create and implement targeted initiatives that assist associate degree-seeking students to graduate in no more than three years.
- 2 | Develop and implement completion strategies under a guided pathways framework to empower students to complete certificate and degree programs within a 150% timeframe.
- 3 | Adopt a method to collect and measure student intent upon initial enrollment to better serve individual student needs and goals.
- 4 | Develop a college-wide process to strategically schedule classes and implement a year-long schedule that allows students to see, plan and enroll in classes earlier in future semesters.

GOAL 4 Increase student engagement and career-connected opportunities.

KPI Outcomes indicated in the First Destination Survey (Baseline Fall 2023).

Initiatives:

- 1 | Expand career readiness and employment placement services to help students successfully transition to the workforce.
- 2 | Increase opportunities for academic programs and industry partners to educate students about career possibilities.
- 3 | Expand supplemental instruction to enhance active and collaborative learning.
- 4 | Implement a student engagement platform to enhance the student's experience.

Quality Programs & Services

Provide excellence in education by offering relevant and innovative educational programs and services that meet the needs of our students and community.

GOAL 1 Enhance processes and programs to help students successfully transfer to four-year institutions.

KPI Maintain or increase the percentage of students who transfer (Baseline AY 2021).

Initiatives:

- 1 | Enhance articulation agreements with four-year colleges where KCKCC students most often transfer.
- 2 | Expand relationships and dual admission programs with four-year colleges and universities to improve the matriculation process for students.
- 3 | Identify transfer-seeking students early in their educational career to enhance support services for them.
- 4 | Enhance strategies supporting transfer-seeking students to complete transfer-level math.

GOAL 2 Align program and course offerings to meet workforce educational needs.

KPI Maintain and increase the percentage of in-field placement rates in technical education programs (Baseline AY 2023).

Initiatives:

- 1 | Expand credit and noncredit workforce and customized training offerings to meet the needs of regional businesses and industries.
- 2 | Utilizing program review, develop and implement a process for creating new programs and sunseting existing programs.
- 3 | Enhance the College's capabilities to offer KCKCC courses at business and industry locations.
- 4 | Increase the use of external occupational data in all program planning and review processes.

GOAL 3 Enhance student-focused learning environments and foster learner-centered instruction.

KPI Increase the number of courses that are offered in hybrid and hyflex formats. Report annual investment and count of updated student-focused environments (Baseline AY 2023).

Initiatives:

- 1 |** Continue the multi-year plan to bring the physical environment of student learning spaces in alignment with industry and/or educational best practices.
- 2 |** Engage external partners to provide additional resources to enhance the student learning environment.
- 3 |** Develop common methodologies to measure and enhance the impact of learner-centered instruction for students.
- 4 |** Increase learner-centered opportunities in lifelong learning and adult education classes.

GOAL 4 Implement a holistic, integrated support system for traditionally underserved students.

KPI Increase fall to spring persistence rates for traditionally underserved students (Baseline AY 2022).

Initiatives:

- 1 |** Utilize Upward Bound and other similar programs to better prepare students in traditionally underserved high schools to be successful in higher education.
- 2 |** Create and implement a plan to increase engagement of traditionally underserved adult learners at KCKCC.
- 3 |** Increase utilization of targeted case management and mentoring programs to improve success for traditionally underserved students.
- 4 |** Examine current methods for placement of traditionally underserved students in academic courses and continue to utilize and increase the use of multiple-measure assessment practices.

Employee Engagement

Foster an institutional culture that reflects the community the College serves.

GOAL 1 Enhance employee satisfaction.

KPI Increased employee “Overall Satisfaction” score indicated by the biennial Noel Levitz College Employee Satisfaction Survey (Baseline 2021).

Initiatives:

- 1 | Develop and implement a comprehensive, college-wide compensation plan that includes considerations for high-demand, high-wage positions in the current employment market.
- 2 | Create a succession planning process that includes the identification of critical positions, training and career development opportunities for existing employees.
- 3 | Expand professional development and mentorship programs for new and existing employees.
- 4 | Develop a process to ensure the application of College policies and procedures are consistently applied across the institution.

GOAL 2 Increase employee engagement across the College.

KPI Number of employees engaged in communication activities (Baseline AY 2023).

Initiatives:

- 1 | Develop a user-friendly employee content management system to serve as a KCKCC knowledge repository.
- 2 | Create and implement a comprehensive mixed-modal internal communication plan to improve communication across the College.
- 3 | Strengthen community and collegiality through social events offsite and at KCKCC locations.
- 4 | Enhance collaboration across the College through cross-training and multi-disciplinary teams to work on various College initiatives.

GOAL 3 Attract and retain a high-performing workforce.

KPI Maintain a turnover rate for full-time employees that is equal to or less than national data benchmarks.

Initiatives:

- 1** | Enhance the employee recruiting strategy to help with attracting and hiring qualified candidates.
- 2** | Develop user-friendly employment recruitment materials that highlight KCKCC's culture and successes.
- 3** | Enhance and streamline the onboarding processes.
- 4** | Assess the College benefits package in comparison to local and peer institution benchmarks to position KCKCC as a competitive employer for top candidates.

GOAL 4 Foster an environment that embraces inclusion and reflects the community the College serves.

KPI Establish a baseline and seek to continuously enhance employee perception from an employee culture and inclusivity assessment (Baseline Fall 2023).

Initiatives:

- 1** | Establish a process to measure employee perception of culture and inclusivity at the College.
- 2** | Create and implement an action plan that provides the College with a guide to build an inclusive work culture.
- 3** | Enhance employee understanding of best practices in inclusivity and working in a multi-cultural environment through activities and training.
- 4** | Enhance and further develop cross-cultural competencies among employees to foster an inclusive environment.

Community Engagement

Advance KCKCC to its next level of excellence and elevate the College's presence in the community.

GOAL 1 Increase the level of community engagement of employees and students through service in the community.

KPI The number of events and activities where KCKCC engages the community with service and outreach projects (Baseline AY 2023).

Initiatives:

- 1 | Create an institutional culture that promotes and celebrates employee and student involvement in the community.
- 2 | Promote employee and student achievements in the College service area.
- 3 | Assess and enhance reputation of KCKCC in the College service area.
- 4 | Develop a communication plan to promote community involvement opportunities for employees and students.

GOAL 2 Cultivate and strengthen mutually beneficial partnerships with business, industry and community stakeholders.

KPI External funding provided through financial and in-kind contributions (Baseline FY 2024).

Initiatives:

- 1 | Establish a physical presence in downtown Kansas City, Kansas, with holistic services for students and the community.
- 2 | Expand and enhance partnerships with businesses and civic organizations to better serve the region.
- 3 | Increase partnerships and public support to expand KCKCC programs and services in Leavenworth County.
- 4 | Celebrate KCKCC's centennial anniversary and the College's recent achievements through outreach and community engagement.

GOAL 3 Increase the number of gifts and total financial contributions to the KCKCC Foundation each year.

KPI The number of gifts and amount raised each year (Baseline FY 2023).

Initiatives:

- 1 |** Further develop and initiate strategies to increase KCKCC Foundation endowed and non-endowed giving.
- 2 |** Continue to increase the number of employees who give to the KCKCC Family Fund campaign.
- 3 |** Engage College alumni in tangible ways that foster giving to the KCKCC Foundation.
- 4 |** Expand the use of KCKCC's Foundation database to grow mutually beneficial and financially rewarding relationships in business and industry.

GOAL 4 Increase the number of students interested in College academic programs through branded marketing efforts.

KPI The number of inquiries from online advertising and visits to community-facing website pages (Baseline AY 2023).

Initiatives:

- 1 |** Enhance the website to focus on student recruitment and retention efforts.
- 2 |** Develop efficient processes to create increased quality recruitment leads through targeted marketing efforts.
- 3 |** Host more events in the community and at KCKCC locations to promote the College with key audiences.
- 4 |** Develop and implement strategies to work with business and industry partners to promote College academic programs and workforce training opportunities.

Mission

**INSPIRE
INDIVIDUALS &
ENRICH OUR
COMMUNITY ONE
STUDENT AT A TIME**

Purpose

Kansas City Kansas Community College, a two-year community college, provides general, transfer, and career and technical education in a student-centered diverse and inclusive educational environment. KCKCC is committed to preparing students to succeed in the workforce, transition to four-year institutions and be contributing citizens in their community.

Vision

**BE A NATIONAL
LEADER IN ACADEMIC
EXCELLENCE &
PARTNER OF CHOICE
IN THE COMMUNITIES
WE SERVE**

Values

- Student Success
- Excellence
- Multiculturalism
- Innovation
- Integrity
- Collaboration