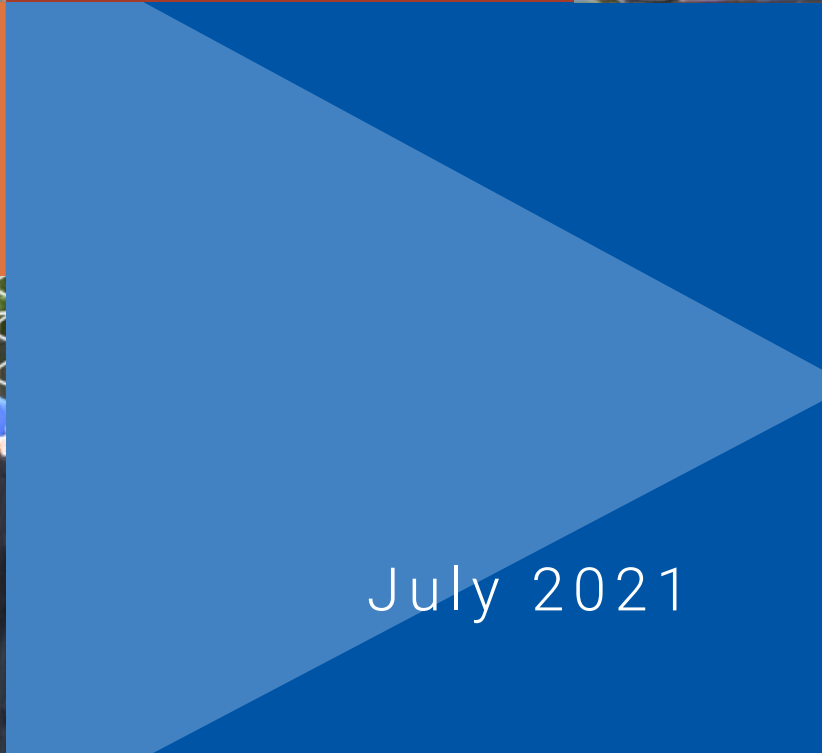

STRATEGIC PLAN *2020-2023*

BIANNUAL REPORT



July 2021





Student Success

Provide services and resources that empower students to attain their goals

GOAL 1 | Enhance student centered services and processes

KPI | Noel-Levitz student satisfaction survey score for student-centered services

PRIORITY 1 GOAL 1 (KPI 1) DATA The Ruffalo Noel-Levitz Student Satisfaction Inventory (SSI) survey instrument provides a dual rating system, (using a 7-point Likert scale) to measure the perceived importance and relative satisfaction with student services and programs. In spring 2019, the SSI was used to measure students' satisfaction of student-centered services and processes. We obtained 536 responses equivalent to a 9% response rate. Since the development of the strategic plan, the college has moved to a 2-year cycle for surveys, as to not over survey the campus community. **UPDATE** Due to COVID-19, the SSI will be repeated in spring 2022, and we will report measurable results at that time.

INITIATIVES

I1 | Create and implement a college-wide process for strategically scheduling classes to meet student needs

I2 | Develop and implement a plan to engage more students in service-learning, undergraduate research, apprenticeship and similar opportunities

I3 | Increase educational opportunities and services to historically underrepresented populations and the Greater KC region

I4 | Examine and determine added value of implementing national student success initiatives such as Complete College America and Achieving the Dream

JUNE 2021 STATUS UPDATES

S1 | Nothing to report at this time.

S2 | An undergraduate symposium is scheduled for September 2021. This was offered in a reduced, virtual format for the first time in the fall semester of 2020. The format will be similar to conference poster sessions where participants walk through and if interested, the students give a verbal overview of their research project and answer any questions.

S3 | The Counseling & Advocacy Office partnered with the Church of the Resurrection to bring a mobile food unit to KCKCC; served 123 households, which consisted of 192 adults, 189 children and 62 seniors for a total of 443 individuals. • Student Health Services partnered with Wyandotte County Health Department to provide COVID-19 vaccines on campus serving fifteen participants. • Student Activities hosted monthly virtual leadership training for the students with GPAs between 2.5 to 3.49 in the National Society of Leadership and Success (NSLS). • In observance of Black History Month, Fringe Benefit of Education (FBOE) hosted eight virtual documentaries related to Black History. The Oscar-Nominated Film "13th," was featured which investigates the high rate of incarceration in the U.S., particularly among African Americans. The title is a reference to the 13th Amendment of the Constitution abolishing slavery.

S4 | KCKCC has applied for a \$1.76 million Title III grant that, if awarded, will be used to design and implement a guided pathway advising model along with comprehensive supports such as Success Coaches and timely student interventions. The guided pathway will rest on a revamped website that allows students and advisors to explore academic and career paths together.

GOAL 2 | The College will 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 and maintain a baseline of at least 58%

KPI | Year-over-year actual retention rate

PRIORITY 1 GOAL 2 (KPI 2) DATA According to IPEDS data, the fall 2019 to fall 2020 retention rate of first-time full-time degree seeking students was 56.1% . The fall 2018 to fall 2019 retention rate for same cohort was 60.2% . The fall 2017 to fall 2018 retention rate was 62.4%. We did experience a 4% decline during this time frame. The decrease may be attributed to the impact of COVID-19 pandemic. Additional strategic initiatives are in progress to increase retention.

INITIATIVES

I1 | Enhance academic advising and wrap-around student support services

I2 | Design and implement an individual student success plan that assists students in identifying and obtaining their educational pathway

I3 | Coordinate intentional outreach and interventions for students based on known risk categories and/or students experiencing academic challenges

I4 | Enhance the developmental education process to expedite students entrance to college-level work

JUNE 2021 STATUS UPDATES

S1 | Efforts to prevent the spread of COVID-19 through contact tracing, testing athletes and students living in student housing were undertaken and are continuing. Student Affairs provided COVID-19 Vaccine options and educational resources to all students. • In partnership with the Office of Institutional Effectiveness, the Community College Student Survey of Engagement (CCSSE) was sent electronically to students. Survey results are expected late summer.

S2 | Ongoing implementation of MyMajors to expand students' understanding of their career interests and academic goals to obtain their desired career. The implementation was delayed by COVID-19. • The co-curricular student success advisor assessment was completed and results are currently being reviewed.

S3 | During the Sexual Assault Awareness month in April, Counseling & Advocacy Center hosted two sessions of Supporting Survivors of Sexual Abuse and Assault, presented by the Metropolitan Organization to Counter Sexual Assault (MOCSA). • The implementation of the Ellucian CRM Advise student system is in the testing phases with Blackboard to streamline the early alert notifications. CRM Advise will provide a holistic role-based view of the students' account to help identify and assist at-risk students more effectively and efficiently. • The Student Activities Office, Counseling and Advocacy Center and the Honors Department hosted the annual Campus Wonderland serving approximately 34 families. In partnership with Toys for Tots 400 toys were given out to 77 children, in addition to providing the families with food baskets, gift cards and blankets.

S4 | Student affairs has applied for a \$1.76 million Title III grant that, if awarded, corequisite remediation courses will be integrated into the educational model ensuring students gain the skills and the momentum needed to continue their efforts to earn a degree.

GOAL 3 | The College will maintain a 150% of normal time completion rate of first-time full-time degree/certificate-seeking students at or above KCKCC's Integrated Postsecondary Education Data System (IPEDS) Comparison Group Median and maintain a baseline of at least 28%

KPI | Year-over-year completion rate

PRIORITY 1 GOAL 3 (KPI 3) BASE DATA According to IPEDS, graduation rate is determined by first time full-time degree/certificate-seeking undergraduates within 150% of normal time to program completion. The 2015 cohort graduation rate was 32% and the most recent cohort available from IPEDS data to report is 2016 with an overall graduation rate of 32%. Our graduation rates remain the same.

INITIATIVES

I1 | Implement a year-long schedule to assist student planning of classes needed for graduation

I2 | Increase accessibility of student support services to meet the needs of all students

I3 | Create targeted initiatives that assist second year students to achieve degree and certificate completion

I4 | Increase use of different instructional modalities to enhance student choice for degree completion

JUNE 2021 STATUS UPDATES

S1 | Nothing to report at this time.

S2 | The Financial Aid Office and the Business Office established a process to award Higher Education Emergency Relief Funds (HEERF) to students seeking short-term financial assistance. • There were 165 total visits to Blue's Kitchen Cabinet in the spring 2021 semester, averaging 52 visits per month and serving 384 adults, 75 children and 16 elderly. • Information Services provided opportunities for currently enrolled students to check out laptops during the spring 2021 semester. 211 were checked out in spring, 84 for summer. • Participated in the Kansas State University sponsored virtual Latino College fair during the spring semester. The purpose of the event was to introduce parents and students to the colleges in the metro area. Approximate 109 attendees benefited from the presentation.

S3 | Student Success Center continues to use a web-based calendar (Microsoft Bookings app) for students to schedule appointments with a Student Success Advisor to complete the required degree audit for graduation. • The Student Health Services Clinic offered learning opportunities for the nursing students to obtain clinical hours toward their nursing degree.

S4 | By utilizing HEERF funds, a total of ten classrooms at Main Campus, Pioneer Career Center, and the Technical Educational Center were equipped with the technology necessary to offer courses in a variety of virtual models. Classes will be offered in four formats in the fall, including traditional, online, virtual, blended and hyflex.

GOAL 4 | Increase student engagement and satisfaction

KPI | Student engagement increase measured by the CCSSE and Noel-Levitz Student Satisfaction Inventory

PRIORITY 1 GOAL 4 (KPI 4) DATA The Community College Student Survey of Engagement (CCSSE) instrument was disseminated in spring 2018. It was not disseminated in spring 2020 due to the COVID-19 pandemic and stay-at-home order. Following the new stakeholder survey calendar, the CCSSE instrument was last disseminated in spring 2021 and results are pending. This survey will be repeated odd years during the spring semester.

The Ruffalo Noel-Levitz Satisfaction Inventory (SSI) survey instrument provides a dual rating system (using a 7 point Likert scale) to measure the perceived importance and relative satisfaction with student services and programs. In spring 2019, the survey was used to measure students' engagement. We obtained 536 responses equivalent to a 9% response rate. Following the new stakeholder survey calendar, the SSI will be disseminated even years during the spring semester.

INITIATIVES

I1 | Expand activities that recognize students for academic or other accomplishments

I2 | Add extra and co-curricular activities and services that target historically underserved student populations

I3 | Evaluate opportunities to expand supplemental instruction and/or mentoring to enhance active and collaborative learning

I4 | Expand services and opportunities to provide career readiness and employment placement services

JUNE 2021 STATUS UPDATES

S1 | Hosted a virtual Athletic Success night to recognize 85 athletes with a 3.0 or higher GPA. • The Military & Veterans Center honored KCKCC women service members and veterans. • The Counseling & Advocacy Center reviewed 16 scholarship applications for the American Association of University Women's Reentry Woman Scholarship and three KCKCC students were selected. • Student Activities established the I See You Spotlight, which recognizes students and employees that exemplify the College's mission.

S2 | FBOE worked with students on creating action plans to help them focus on their educational goals while at KCKCC. • Art Gallery displayed the exhibition, *Becoming: Bodies of Trauma, Displacement and Dissent*, featuring Black, Indigenous, People of Color (BIPOC) and artists of diverse cultural heritage, gender/sexual orientation and faiths. • Student Activities Office and the Center for Equity, Inclusion, and Multicultural Engagement partnered with the on-campus childcare center to read books written by black authors. • Student Activities Office partnered with faculty from the Psychology, Nursing, EMT, and RT programs to host co-curricular activities.

S3 | Two professors in Accounting and Chemistry, were identified for fall Supplemental Instruction (SI) courses. • Student Activities Office established a new student club, called The Sophomore Club to mentor 2nd-year students. • Ongoing work to update the student internship process.

S4 | Boutique hiring fairs are offered each semester for students to provide resumes to interview with a minimum of three potential employers. Up to 15 companies are currently represented and students from 6 career and technical education programs participated. The goal is to get all career and technical education programs participating. • In efforts to assist students whose first language is Spanish with career opportunities, the Career Center created a database of Latino-owned organizations. The database identifies agencies interested in hiring bilingual Spanish-speaking staff.

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 | Align program and course offerings with business, workforce and four-year educational needs

KPI | Percent of relevant programs with active advisory boards with external experts

PRIORITY 2 GOAL 1 (KPI 5) BASE DATA All relevant degree granting programs have active advisory boards with external experts.

INITIATIVES

I1 | Create a comprehensive Academic Master Plan to help guide the future direction of KCKCC offerings

I2 | Develop robust and engaged advisory committees for all programs and disciplines

I3 | Demonstrate the use of external occupational data in all program plans and review cycles

I4 | Expand workforce and customized training offerings to meet the needs of regional businesses and industries

JUNE 2021 STATUS UPDATES

S1 | The Academic Master Plan will be presented to the Board of Trustees at its regularly scheduled August 2021 meeting.

S2 | All Associate in Applied Science and Certificate programs have advisory boards which meet at least twice a year.

S3 | Nothing to report at this time.

S4 | KCKCC has partnered with Zephyr, Henke Manufacturing, and Great Western Manufacturing to offer apprenticeship programs with students in the welding program at the Lansing Correctional Facility.



KCKCC celebrates student housing groundbreaking.

GOAL 2 | Create learner-centered environments

KPI | Number of updated learning spaces each year

PRIORITY 2 GOAL 2 (KPI 6) In AY 2020-21, ten classrooms in the Humanities Building were fully remodeled. HEERF funds were utilized to purchase furniture for 13 classrooms and technology for 10 classrooms. In AY 2021-22, two physics labs will be remodeled.

INITIATIVES

I1 | Establish benchmarks to create high-quality, learner-centered physical spaces

I2 | Create and implement a multi-year plan to bring student learning spaces up to established benchmarks

I3 | Enhance KCKCC's digital learning environments to implement best practices for student learning

I4 | Expand external partnerships to provide additional experiential learning opportunities

JUNE 2021 STATUS UPDATES

S1 | Completed: Learning Spaces benchmarks were created in fall 2019.

S2 | Humanities classrooms were remodeled in spring 2021 as part of phase three. Remodeling started for two physics labs in May 2021 as part of phase four.

S3 | As of May 2021, KCKCC's library has full access to two points of Open Educational Resources (OER) through our membership with MOBIUS: Open Education Network and OER Commons.

S4 | KCKCC continues to partner with external entities in programs such as Surveying Technology, where students from all over the state (utilizing remote learning) partner with companies that offer experiential learning and work opportunities. Other examples include the partnerships between the Culinary Arts program and Sporting KC and the Building Engineering and Maintenance Technology program and Axiom Properties.

KCKCC celebrates graduates with virtual commencement ceremony.



GOAL 3 | Foster learner-centered instruction

KPI | Survey the faculty after official professional development on learner-centered teaching and one semester later to assess if they have implemented what they learned

PRIORITY 2 GOAL 3 (KPI 7) DATA The Center for Teaching Excellence recognized at the conclusion of the 2019-2020 academic year there was a lack of qualitative and quantitative data reflecting the extent to which professional development supported learner-centered instruction as a key performance indicator per the 2020-2023 Strategic Plan. Consequently, this presented an opportunity for growth and improvement and a purposeful effort was made during the 2020-2021 academic year to improve processes and data collection. Data collected from the workshop feedback form indicate 74% of faculty believed the professional development supported this KPI extremely well and an additional 18% responded somewhat well. *The Learner-Centered Instruction: Key Performance Indicator Survey* was sent to the 87 individual full-time and adjunct faculty members who attended professional development sessions during the 2020-2021 academic year that specifically focused on this key performance indicator. Ten (10) faculty members responded for a response rate of 8.7%. Every faculty member who participated in the faculty professional development incentive program and 9 of the 10 faculty who responded to the KPI Survey explained what techniques and strategies they implemented after attending professional development sessions offered through the Center for Teaching Excellence. Evaluation will continue.

INITIATIVES

I1 | Develop and implement a formal faculty professional development program focused on learner-centered instruction

I2 | Support learner-centered instruction in lifelong learning and adult education classes

I3 | Develop and implement a formal faculty mentoring program focused on learner-centered instruction

I4 | Support learner-centered instruction priorities with institutional resources

JUNE 2021 STATUS UPDATES

S1 | Nothing to report at this time.

S2 | In the Business English as a Second Language (ESL) program, KCKCC has received grants to teach English skills needed in a work environment to non-English speakers. Instructors teach the courses at the business locations. This year, due to continued COVID-19 constraints on group size, Kids on Campus in partnership with Learning Club, offers participants the opportunity to take field trips.

S3 | This is being currently discussed in the context of faculty contract negotiations and the new faculty orientation process which will include a mentoring program.

S4 | Online Education Services has created training to equip interested faculty members with the necessary pedagogical and technical skills necessary to offer hyflex classes.



Christian Anderson receives Ella Fitzgerald Memorial Scholarship.

GOAL 4 | Evaluate and implement processes aligned to national best practices

KPI | Percentage of academic programs that have completed a program review cycle using the new process

PRIORITY 2 GOAL 4 (KPI 8) Spring 2020 forty-four (44) percent of programs have progressed through the first two years of the four-year program review process. Spring 2021 an additional twenty-four (24) completed their first year of program review. This follows the program review calendar.

INITIATIVES

I1 | Develop and implement a comprehensive program review process

I2 | Identify and implement best practices for curriculum development and revision processes

I3 | Create and implement an Institutional Assessment Plan

I4 | Align division budgets with program review

JUNE 2021 STATUS UPDATES

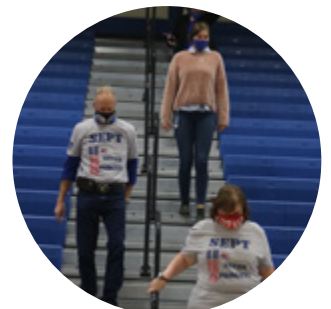
S1 | Completed: New program review process created and implemented.

S2 | Nothing to report at this time.

S3 | The process of course level and program level outcomes assessment continues with minor changes each year. Faculty and administrators engaged in rubric training by rating a representative sample of student work in Basic Skills and Mathematics. The results will be presented during Assessment Day in fall 2021. Two more general education categories will be assessed during Academic Year 2021-22. Program Learning Outcomes assessment for transfer degrees (AA, AS, and AGS in Liberal Arts & Sciences) has been created and will be implemented beginning fall 2021.

S4 | Program budget needs are reviewed during the Program Review Self-Study. A process is being worked on to have mini-reviews completed yearly for all degree-granting programs. The budget request rubric for prioritizing ongoing and new budget requests has been updated to link strategic priorities and goals as well as program review outcomes to the budget prioritization process.

KCKCC participates in virtual 9/11 challenge.



Employee Engagement

Foster an institutional culture that promotes diversity and inclusion, a commitment to KCKCC and employee success

GOAL 1 | Improve employee equity to create a one team culture

KPI | Year-over-year response to “equity” in employee satisfaction survey

PRIORITY 3 GOAL 1 (KPI 9) BASE DATA The College will use the Ruffalo Noel-Levitz College Employee Satisfaction Survey (CESS) to evaluate employee equity. In the 2018 Employee Satisfaction Survey, employee equity data was not captured as a result of the survey being administered prior to implementation of the 2020-2023 Strategic Plan. Moving forward, baseline data for employee equity will be established utilizing spring 2021 CESS survey results.

INITIATIVES

I1 | Identify and update college-wide policies, procedures and processes to be consistent across all employee groups

I2 | Develop and implement a comprehensive college-wide compensation plan

I3 | Initiate a college-wide employee recognition program

I4 | Develop additional team-building activities during “all-college” events

JUNE 2021 STATUS UPDATES

S1 | 13 policies were approved by the Board of Trustees. One policy was approved by the Board of Trustees to be removed.

S2 | A draft compensation philosophy has been created.

S3 | The High-Five employee recognition program was implemented on February 9th, 2021. A total of 123 employees have received a High-Five from a colleague or supervisor.

S4 | Nothing to report at this time. College-wide in-person events were not scheduled due to COVID-19.



Work continues on KCKCC and Wyandotte County digital mural history project.

GOAL 2 | Improve college-wide communication

KPI | Track year-over-year response to employee satisfaction survey relating to communication

PRIORITY 3 GOAL 2 (KPI 10) BASE DATA The College will use the Ruffalo Noel-Levitz College Employee Satisfaction Survey (CESS) to evaluate college-wide communication. In the 2018 survey, college-wide communication data was not captured as a result of the survey being administered prior to implementation of the 2020-2023 Strategic Plan. Moving forward, baseline data for college-wide communication will be established utilizing spring 2021 CESS survey results.

INITIATIVES

I1 | Assess current internal communication opportunities and develop a comprehensive internal communication strategy

I2 | Continue open forums to obtain employee feedback and respond to employees questions

I3 | Continue to enhance the employee suggestion and idea program

I4 | Establish purpose/function/charters for all committees/groups

JUNE 2021 STATUS UPDATES

S1 | Reviewed spring 2021 employee satisfaction survey results that focused on communication questions to assess areas of opportunity. Results shared with President's Cabinet in July 2021. Results will be shared college-wide fall 2021.

S2 | The president hosted Chats with the Prez virtual open forums on February 26th, 2021 and April 22nd, 2021. The HR Department met with Staff Senate representatives on May 18th, 2021 to address specific questions developed by staff. HR employees attended the scheduled Staff Senate meeting to provide HR updates and answer any HR-related questions.

S3 | Since January 2019, President's Extended Cabinet reviewed 486 Suggestion Box submissions. Extended Cabinet met on February 9th, 2021, March 9th, 2021, April 13th, 2021 and June 8th, 2021. From July 2020 to June 2021 80 suggestions were received, 9 were approved and earned a \$100 giftcard, 14 are being evaluated and 44 suggestions had previously been implemented.

S4 | Complete: September 9th, 2020 The KCKCC Committee, Teams, and Taskforce document will periodically be reviewed for changes/updates.

KCKCC supports USD 500's
Anti-Violence Initiative.



GOAL 3 | Attract and retain a high-performing diverse workforce that reflects the internal and external communities we serve

KPI | Percentage of yearly turnover rate of full-time employees (less than 10%). Track performance of new employees within the first two years using the annual evaluation tool

PRIORITY 3 GOAL 3 (KPI 11) DATA 2020 turnover rate at KCKCC is 15.23%.

INITIATIVES

I1 | Re-shape and optimize the recruitment and selection process to attract diverse highly-qualified talent

I2 | Develop a new faculty and staff performance appraisal process that appropriately assesses performance and rewards employees for achievements towards excellence

I3 | Create and implement professional development programs and opportunities to support employee excellence

I4 | Develop a succession planning process to include identifying critical positions, training, and career development opportunities

JUNE 2021 STATUS UPDATES

S1 | The College hired a Director of Institutional Equity and Inclusion. This position will identify strategies that will assist the College with attracting and retaining diverse talent. The HR Department worked with our applicant tracking vendor to build reports that provide applicant demographic data.

S2 | The Performance Evaluation Taskforce (PEET) identified a new procedure for faculty evaluations. The procedure for the new evaluation process was submitted to and approved by the Master Contract Negotiation Teams. The Merit Leave Taskforce submitted the staff merit system proposal to President's Cabinet for review.

S3 | Nothing to report at this time.

S4 | Nothing to report at this time.



Nursing students celebrate during the pinning ceremony.

GOAL 4 | Evaluate and implement processes aligned to national best practices

KPI | Year-over-year employee satisfaction survey results compared to national data

P3 GOAL 4 (KPI 12) BASE DATA The Ruffalo Noel-Levitz, College Employee Satisfaction Survey (CESS) was last administered 2021. For 2021, KCKCC overall satisfaction score was 3.60 compared to the Nation Norm Group score which was 3.85. Overall satisfaction scores that are reported as significantly different in comparison to the national norm group will indicate opportunities for improvement.

INITIATIVES

I1 | Create an employee engagement task force that focuses on specific employee engagement strategies and outcomes

I2 | Develop and implement assessment tools to measure employee engagement and satisfaction outcomes

I3 | Implement focus group sessions to further assess and measure survey outcomes

I4 | Implement a supervisor training program that focuses on developing supervisors in their efforts to enhance the employee experience

JUNE 2021 STATUS UPDATES

S1 | Complete: Task Force created August 2019. The Employee Relations Committee will continue to identify employee relations initiatives based on employee feedback.

S2 | Complete: Measures implemented April 2021. The Ruffalo Noel-Levitz College Employee Satisfaction Survey (CESS) was launched in April 2021. The HR Department continues to review new employee surveys and exit interview data. Quarterly assessment reports were submitted to the Board of Trustees during this period. CESS results will continue to be collected and acted upon in upcoming years.

S3 | Ruffalo Noel-Levitz spring 2021 College Employee Satisfaction Survey results were reviewed. The HR Department began discussions to lead focus groups as a follow up to the survey.

S4 | Complete: Program implemented February 2019. The supervisor training program topics were recorded and added to the online compliance training platform (Knowledge City). Continued evaluation will occur to ensure the program remains up-to-date.

KCKCC hosts m-pact Virtual Vocal Festival.





Community Engagement

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

GOAL 1 | Develop a broad network of engaged alumni

KPI | Year-over-year growth of alumni in database

PRIORITY 4 GOAL 1 (KPI 13) DATA After successful implementation of a new customer relationship management system (CRM) Blackbaud, retention growth of alumni in database is as follows: spring 2020 = 72,751; spring 2021 = 73,160.

INITIATIVES

I1 | Build, implement and maintain a robust alumni database

I2 | Create and host regularly scheduled alumni events

I3 | Create and implement a comprehensive alumni communication plan

I4 | Create and implement plan to target alumni to join KCKCC committee and advisory boards

JUNE 2021 STATUS UPDATES

S1 | Database implementation complete August 2019 - Record maintenance is still being performed as previously reported. As of June 15, 2021, 130 alumni gifts totaling \$124,555 with the average gift size of about \$960 have been received.

S2 | Due to COVID-19 all in-person events were canceled. We did host two Leveraging LinkedIn events and had registrations of over 100 people. The Foundation recently partnered with Student Activities and the Alumni Learning Consortium to host monthly online programs and webinars that are "white label" so they are branded with the KCKCC look. We also hosted the first ever virtual Mid-America Hall of Fame event in April 2021.

S3 | Foundation has continued to send out the Blue Devil Revel, e-newsletter. Seven issues have been sent electronically to an audience of about 40,000. The average open rate is over 10% and the average click through rate is 1%. One hard copy newsletter was mailed to over 14,000 alumni who did not have an email address on file. The newsletter included a remit envelope and form to update their contact information and provide an updated email address. Monthly birthday emails continue to be sent with an average open rate of 13%.

S4 | Plan complete March 2019 - Currently there are four KCKCC alumni who sit on the Foundation Board of Directors. Additionally, one alum serves on the Business Department's Advisory Board and over 7 alumni on advisory boards at TEC.

GOAL 2 | Cultivate and strengthen mutually beneficial partnerships with business and industry, and community stakeholders to enhance KCKCC's ability to serve stakeholders

KPI | Proof of implementation of community feedback

PRIORITY 4 GOAL 2 (KPI 14) BASE DATA Solidified the Downtown Education Center key partnerships to include CommunityAmerica Credit Union, Kansas City Kansas Public Schools, Swope Health, Wyandot Behavioral Health Network and the YMCA. Other partnership examples are listed below.

INITIATIVES

I1 | Create and show evidence of an active KCKCC Advisory Council

I2 | Establish a physical presence in downtown KCK with holistic services for KCKCC students and community

I3 | Partner with local businesses, schools, government entities and social-based organizations to increase educational access and opportunities in our community

I4 | Develop and implement a process to listen carefully and respond to community needs, concerns, and suggestions

JUNE 2021 STATUS UPDATES

S1 | Seven alumni continue service on our Centennial Path Steering Committee. Continue monthly meetings with select community members and leaders for the president's downtown advisory council.

S2 | Property has been purchased for the Downtown Community Education Center. We continue to meet with numerous members of the Unified Government to keep them informed and engaged. Monthly meetings of the President's Downtown Advisory Council continue as well, and four sub-committees have been identified. We have added Community America Credit Union and Swope Health to the project.

S3 | Because of COVID-19, we have been unable to hold classes in Amazon and Wyandotte High School. We have worked closely with the Unified Government of Wyandotte County and the Health Department in order to safely offer classes and programs at all KCKCC locations.

S4 | Specific to gathering community feedback about our Downtown Community Education Center project, a comprehensive outreach survey (English and Spanish) was launched, a survey telephone hotline was available as well as an Outreach Webpage. We collected over 400 responses from the survey. • Between July 2020 and June 2021 Dr. Mosier has provided over 100 presentations to a variety of community organizations and groups specific to the Downtown Education Center project.

KCKCC Art Gallery presents art show focusing on women's rights.



GOAL 3 | Launch centennial capital campaign to expand offerings and opportunities for KCKCC students and community

KPI | Percentage of Goal attainment

PRIORITY 4 GOAL 3 (KPI 15) BASE DATA The fundraising portion of the capital campaign has started. As of June 2021 the Foundation has received commitments or gifts of approximately \$30 million. This represents approximately 43% of the overall \$70 million goal.

INITIATIVES

I1 | Identify key College and community needs to be included in the creation of KCKCC's Centennial Capital Campaign

I2 | Develop multi-level, multi-phase plan, with targeted objectives aligned to KCKCC's Centennial Celebration

I3 | Create a comprehensive and staged Master Facilities Plan

I4 | Establish a mechanism for program-specific funding sources for scholarships, equipment, etc.

JUNE 2021 STATUS UPDATES

S1 | KCKCC and the Foundation launched the Centennial Campaign in March 2021 in support of the capital campaign, specifically for the Downtown Educational Center. • A survey was launched in March 2021 in order to obtain additional feedback from community members concerning their needs and wants for services and programs to be offered at the Downtown Community Education Center. The digital survey was available in both English and Spanish. Over 400 responses were received from this survey.

S2 | A final Centennial logo has been approved. A planning calendar for events has been created. Activities will be aligned with multiple departments and divisions throughout KCKCC. Activities celebrating our Centennial will begin in 2022 with the launch of a preliminary Centennial micro-site.

S3 | TreanorHL has been approved by the Board of Trustees, however due to COVID-19 this project is on hold with an estimated start date of fall 2021.

S4 | Designated giving is up and running. Participants can either give to the Family Fund Scholarship, Centennial Path Campaign, or departmental scholarships or equipment. We also added several new scholarships including the Lewis Family Nursing Endowed Scholarship, Lewis International Student Scholarship Fund, Louis Scholarship: Bettering Tomorrow, Louis STEM Women's Scholarship, Succor Scholarship, the KCKCC Alumna Nursing Scholarship, the Voices Raised Choral Scholarship and the Kansas City Kansas Community College School of Nursing Scholarship. All of these newly established scholarships constitute a grand total of \$79,500 added to the Foundation's Scholarship Program.

GOAL 4 | Build community awareness and participation through branded marketing efforts

KPI | Year-over-year social media metrics

PRIORITY 4 GOAL 4 (KPI 16) DATA The college has identified that Facebook reach will be the primary metric. The average Facebook reach for July 2019 through June 2020 was 126,534. Currently, Facebook reach for July 2020 through June 2021 is 147,893. This represents a 15% increase. Metrics from Twitter, LinkedIn and Instagram are also monitored.

INITIATIVES

I1 | Improve the outward facing website functions to allow community members ease of locating information

I2 | Partner with local organizations to provide KCKCC support of local community events

I3 | Engage with community stakeholders in specific marketing campaigns to share the impact of KCKCC

I4 | Provide information to the community in multiple ways to break through communication challenges

JUNE 2021 STATUS UPDATES

S1 | The main website search bar was made more prominent, requiring no clicks to access it. Site visitors can now simply type what they are searching for. Due to COVID-19, a very visible bar was set at the top of the front page of the website where visitors could access all the COVID-19 information on a single page. Slight design modifications were also made to the main navigation to improve overall performance on all browsers.

S2 | Continue to partner with Metropolitan Organization to Counter Sexual Assault (MOCSA) in support of their Stories on Stories initiative which aims to end violence. Partnered with the KS Chamber to support the Minority Business Summit. Collaborated with the Back to School Fair Committee by supplying time and resources. KCKCC purchased hygiene kits to be distributed.

S3 | Partnered with the Unified Government and Wyandotte Economic Development Council (WYDEC), to produce Technical Education Promotional Materials - a printed 6 page (with cover) informational guide about our technical programming. The mailer was sent to addresses within Wyandotte County using Federal COVID-19 funds through WYEDC. Collaborated with Kansas Association of Community College Trustees (KACCT) by serving on the marketing sub-committee to develop general talking points, logo and branding for the new Kansas Promise Scholarship Act.

S4 | A “Get Ready” page was created and launched on the KCKCC website to lessen the communication challenges with our community. This webpage is a ‘one-stop-shop’ resource for key enrollment information for perspective or returning students with links to other webpages if more information is needed. This approach reduces the need for perspective or returning students to visit multiple webpages to get needed enrollment information. The Downtown Community Education Center outreach project provided a survey in English and Spanish and information on the outreach website was also bilingual.

OVERALL RATINGS

Indicators from the SSI will be used to evaluate KPI #1 under Priority #1: Student Success; Goal #1: Enhance Student Centered Services and Processes.

Indicators from the SSI and CCSSE will be used to evaluate KPI# 4 under Priority #1: Student Success; Goal #4: Increase Student Engagement and Satisfaction.

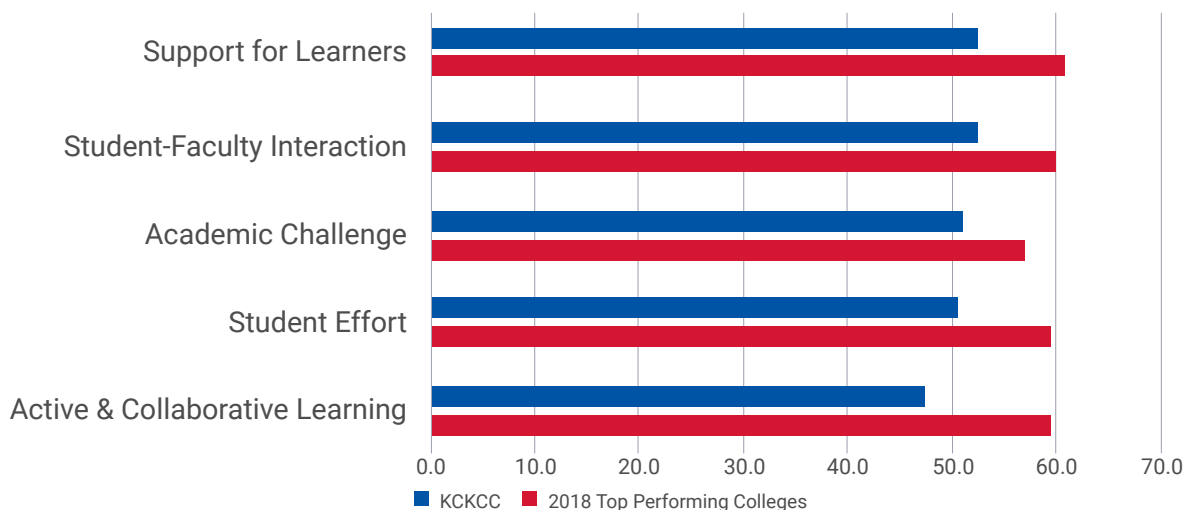
KANSAS CITY KANSAS COMMUNITY COLLEGE NOEL-LEVITZ STUDENT SATISFACTION INVENTORY - SPRING 2019 - SCALE REPORT					
Scale / Item	Importance	Satisfaction	/	SD	Gap
Concern for the Individual	6.20	5.45	/	1.21	0.75
Academic Advising/Counseling	6.26	5.53	/	1.23	0.73
Service Excellence	6.05	5.47	/	1.09	0.58
Student Centeredness	6.13	5.57	/	1.14	0.56

Data sorted by the highest to lowest Gap (of importance and Satisfaction)

COMMUNITY COLLEGE SURVEY OF STUDENT ENGAGEMENT (CCSSE) - 2018 BENCHMARKS COMPARED TO OTHER COLLEGES			
	KCKCC	2018 CCSSE Cohort	2018 Top Performing Colleges
Active & Collaborative Learning	47.5	50.0	59.6
Student Effort	50.3	50.0	59.7
Academic Challenge	51.2	50.0	57.0
Student-Faculty Interaction	52.4	50.0	60.1
Support for Learners	52.5	50.0	60.8

Top performing colleges are those that scores in the top 10 percent of the cohort by benchmark

KCKCC - CCSSE - 2018 BENCHMARKS COMPARED TO TOP PERFORMING INSTITUTIONS



Note: The CCSSE was administered in Spring 2021. Results are pending. Final data, analysis and reports will be available in August 2021. Noel-Levitz SSI will be administered in Spring 2022.

Strategic Plan Appendix 2021

When preparing for the 2020-2021 Strategic Plan update, it became apparent a few of the previously stated Key Performance Indicators (KPIs) and goals needed to be modified to match College processes. KPIs will be used to gauge College overall performance within the four (4) Strategic Priorities, while Goal results will be evaluated for specific Initiatives. The needed modifications are due to factors such as the impact of COVID-19, the updated schedule for college and stakeholder surveys, and to provide alignment to national norms within KCKCC's Integrated Postsecondary Education Data System (IPEDS) Comparison Group.

The updated Stakeholder Survey Schedule calls for most surveys to be disseminated and results collected on alternating years. Thus, annual results will not be available as previously stated. Survey results used to measure KPIs include the Ruffalo Noel-Levitz Student Satisfaction Survey (SSI), the Community College Survey of Student Engagement (CCSSE), and the Ruffalo Noel-Levitz College Employee Satisfaction Survey (CESS). Benchmarking with KCKCC's national comparison groups will allow general comparisons to better assess the College's achievements. Below, are the edited KPIs and Goals that will be measured, evaluated and reported for future updates

UPDATED KPIs AND STUDENT SUCCESS GOALS

PRIORITY 1: GOAL 1 UPDATED KPI | As measured by Noel-Levitz Student Satisfaction Survey results, the College will benchmark specific items identified at or above the national comparison group as challenges. Note: For FY2022, the College will evaluate items with an importance score of 6.18 and higher and/or areas with a performance gap of 0.82 or greater indicating opportunities for improvement.

PRIORITY 1: GOAL 2 UPDATED GOAL | The College will 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 and maintain a baseline of at least 58%

PRIORITY 1: GOAL 3 UPDATED GOAL | The College will maintain a 150% of normal time completion rate of First-Time Full-Time degree/certificate-seeking students at or above KCKCC's Integrated Postsecondary Education Data System (IPEDS) Comparison Group Median and maintain a baseline of at least 28%.

PRIORITY 1: GOAL 4 UPDATED KPI | As measured by the Community College Survey of Student Engagement (CCSSE), the College's mean scores for the CCSSE Benchmarks will be at or above the CCSSE National Cohorts.

Note: For FY 2021, the College will compare key findings from 2015, 2018 and 2021 CCSSE Benchmarks to evaluate the relationship between student engagement and student outcomes across National Cohorts. Threshold is 50.

UPDATED KPIs EMPLOYEE ENGAGEMENT

PRIORITY 3: GOAL 1 UPDATED KPI | The College will use the Ruffalo Noel-Levitz College Employee Satisfaction Survey (CESS) to evaluate employee equity. In the 2018 Employee Satisfaction Survey, employee equity data was not captured due to the survey being administered prior to implementation of the 2020-2023 Strategic Plan. For 2021, baseline data for employee equity will be established utilizing CESS survey results.

PRIORITY 3: GOAL 2 UPDATED KPI | The College will use the Ruffalo Noel-Levitz College Employee Satisfaction Survey (CESS) to evaluate college-wide communication. In the 2018 survey, college-wide communication specific data was not captured due to the survey being administered prior to implementation of the 2020-2023 Strategic Plan. For 2021, baseline data for college-wide communication will be established utilizing CESS survey results.

PRIORITY 3: GOAL 4 UPDATED KPI | As measured by Ruffalo Noel-Levitz, College Employee Satisfaction Survey (CESS) results, the College will evaluate the overall satisfaction score compared to KCKCC's national comparison group. Overall satisfaction scores that are reported as significantly different in comparison to the national comparison group will indicate opportunities for improvement.

Note: For 2018, KCKCC overall satisfaction score was 3.62 compared to the Nation Comparison Group score of 3.85. KCKCC's score was determined to be significantly different from the National Comparison Group. For 2021, KCKCC overall satisfaction score was 3.60 compared to the National Comparison Group score which was 3.85.

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Mission

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

Vision

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