

Strategic Framework – Definitions and Areas of Emphasis - May 2020

1. Academic Innovation (this strategic priority is captured in the Academic Plan)

2. Student Success

This area of strategic importance connects to the following, which are the stated values of the college: Excellence; Innovation; Respect; Diversity.

Definition - May
(Subcommittee suggested edits)

Student success requires access to high-quality teaching and individualized supports to help students achieve their goals. These goals may include completing an academic program and either transferring to a four-year college or entering the workforce directly, or taking courses needed to update skills or change careers. Just as critical to the overall learning environment are opportunities to participate in meaningful co-curricular activities and to build capabilities for scholarship, fellowship, leadership, and resilience. Student success is dependent upon effective coordination among the administration, faculty, and staff in responding to diverse student needs and addressing barriers that might otherwise hinder student success.

Areas of Emphasis
(subcommittee/R&C edits)

Through coordinated efforts among faculty and administration, and reflecting student voices, provide:

- Customer service that thoughtfully responds to student and faculty needs and affords easy access to timely and accurate information
- Clear academic and career pathways supported by informed and appropriate advisement
- Programs and services that foster development of student resilience and preparedness
- Comprehensive support services that:
 - Address barriers to success
 - Relieve student stressors

3. Operational Excellence

This area of strategic importance connects to the following, which are the stated values of the college: Excellence; Accountability; Innovation.

Definition - May (R&C suggested edits)

“Operations” refers to the essential underlying systems, processes, and mechanisms through which any enterprise or organization functions. These are often not immediately visible but nonetheless are indispensable. Kingsborough Community College (KCC) strives for excellence throughout all of its operations while working continuously to increase transparency, efficiency, and effectiveness in its practices.

Areas of Emphasis

Strategically and collaboratively allocate resources that support excellence in:

- Facilities that are safe and conducive to learning
- Technology that is state-of-the-art and promotes student success
- Public Safety that maintains a secure environment while respecting members of the community as individuals
- Business processes that are functional and adaptable

4. Governance and Planning

This area of strategic importance connects to the following, which are the stated values of the college: Respect; Diversity; Integrity; Accountability; Innovation.

Definition - May (R&C suggested edits)

Effective governance is grounded in an educational institution's capacity to engage in substantive, collaborative decision-making through structures that allow for widespread participation. When governance structures and systems work, there are transparent mechanisms that ensure accountability for institutional decision-making.

Planning is the component of governance that continuously engages the college and community in analyzing and responding to the internal and external environment. Through effective governance and planning, KCC can position itself strategically as a forward-thinking institution that effectively balances careful stewardship with focused innovation.

Areas of Emphasis (subcommittee suggested edits)

Collaborative governance, planning, and decision-making that reflect the College's values by promoting:

- Governance that includes:
 - Increasing equitable representation in governance, governance committees, and college leadership.
 - Regular reporting from college leadership and governance committees to college community on major activities and decisions
 - Comprehensive governance reform grounded in the [five ingredients for effective governance](#) outlined by COACHE: Trust, Shared Sense of Purpose, Understanding, Adaptability, and Productivity.
 - Enhanced digital capacity to support remote governance meetings and processes
 - Shared agreement regarding the purpose and functioning of effective governance
- Strategic and operational planning that facilitates:
 - Improving our institutional alignment with [Middle States Standard VI](#) on Planning, Resources and Institutional Assessment (“a financial planning and budgeting process that is aligned with the institution’s mission and goals”).
 - Integration of strategic planning/priorities, budgeting, and resource allocation (people, technology, funding)

	<ul style="list-style-type: none"> ○ regular reporting on relationship between institution spending and strategic goals ○ Broad, routine sharing and discussion of data related to progress toward strategic goals, including: <ul style="list-style-type: none"> ■ 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; ○ Regular, ongoing and structured planning and decision making processes that provide opportunities for broad participation, clear assessment protocols and transparent lines of leadership accountability.
<p>5. Community and Communications</p>	
<p><i>This area of strategic importance connects to the following, which are the stated values of the college: Respect; Diversity; Integrity; Accountability.</i></p>	
<p>Definition - May (R&C suggested edits)</p>	<p>Communication is vital to our mission. Internal communication is the means through which we share information about our values, programs, offices, protocols, goals, and plans. These communications promote respect and values among individuals, students, faculty, staff, and offices. External communication is directed towards prospective students, alumni, and off-campus audiences. Our communication strives to include fairness, excellence, accountability, inclusivity, and mutual respect to strengthen the community.</p>
<p>Areas of Emphasis</p>	<p>Through the use of direct correspondence, digital media, specialized events; and advertising in print, television, radio, and online; the College will:</p> <ul style="list-style-type: none"> • Reinforce collegiality, civility, and faculty and staff satisfaction • Brand and market our educational services • Encourage student enrollment and retention

	<ul style="list-style-type: none"> • Maintain communication to keep our community informed and up to date on emergencies, occurrences, and policy changes affecting our campus
<p>6. Workforce Development and Strategic Partnerships</p>	
<p><i>This area of strategic importance connects to the following, which are the stated values of the college: Excellence; Innovation.</i></p>	
<p>Definition - May (R&C suggested edits)</p>	<p>A comprehensive workforce vision fulfills a key part of Kingsborough’s institutional mission: Empowering students to achieve their desired goals through career readiness and access to opportunity. Our focus on providing a pathway for students to high quality, salaried jobs and/or further study is always partnered with maintaining our College’s high standard of providing meaningful intellectual growth through excellent, well-rounded coursework. Collaboration with local, business, industry, and educational resources is vital for expanding our capacity to meet the needs of our students, our partners, and the community.</p>
<p>Areas of Emphasis</p>	<p>Facilitate entry of students choosing to join the workforce and further develop strategic partnerships with the community by:</p> <ul style="list-style-type: none"> • Coordinating job placement efforts between departments and offices on campus • Providing meaningful employment opportunities alongside the college experience • Fostering skills that will serve students well in an increasingly competitive job market • Strengthening relationships with industry and employers • Increasing Kingsborough’s visibility and presence in the community • Expanding on-campus partnerships to increase awareness of available career resources

