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Strategic Planning at Kaskaskia College

Strategic planning at Kaskaskia College is built upon the College mission, vision, and core values. The strategic plan of Kaskaskia College provides a framework for operations and continuous improvement. Development of the plan is a collaborative effort led by the Quality Council and the Divisional Planning Teams from the Executive, Instructional Services, Student Services, and Administrative Services Divisions. Implementation of the strategic plan occurs primarily through the annual planning process. For each fiscal year, an Annual Plan is developed based on those action items that will be in progress for that year as identified by the Divisional Planning Teams and as coordinated by the Quality Council. All action items are aligned to an Institutional Goal. The Annual Plan is informed by institutional data (e.g. Assessment Data, Key Performance Indicator (KPIs) and ancillary plans such as the Master Facilities and Improvement Plan, Strategic Enrollment Management Plan, etc.)

Mission Statement

Kaskaskia College is committed to life-long student learning and to providing quality comprehensive education.

Vision Statement

Kaskaskia College aspires to be an institution of “first choice” for its district citizens and dedicated to providing the highest level of student-centered educational experiences with an unshakeable focus on student success. In collaboration with its community and supported by an effective foundation, Kaskaskia will be a premier institution of higher education; a regional workforce training institution; and a regional center for intellectual, cultural, and social events.

Core Values

- **Respect** - Having a genuine regard for others and showing consideration for the diversity of others to foster an environment of teamwork and excellence.
- **Responsibility/Personal** - Assuming ownership of personal actions and being accountable for one's own behavior, assigned tasks, duties and functions.
- **Responsibility/Institutional** - Being accountable for institutional excellence by providing accessible, affordable and diverse educational opportunities that facilitate individual success.
- **Honesty** - Being truthful and demonstrating integrity above reproach; and maintaining open, honest, clear, and effective internal and external communications.
- **Compassion** - Understanding and considering the feelings of others and recognizing the effect one's actions will have on others in order to impart hope for all parties, while remaining sensitive to the needs of others.
- **Fairness** - Practicing actions that are just and impartial while treating people in an equitable and consistent manner in recognizing the diverse needs of others.

Institutional Goals

1. **Provide a quality educational experience**
 - a. *Quality instructional offerings*
 - b. *Quality services and infrastructure to support instructional offerings*
2. **Effectively manage enrollment and resources**
3. **Maximize regional integration**
4. **Engage the community**

Diversity Statement

Kaskaskia College is committed to achieving a community free from all forms of discrimination and harassment in its policies, practices, and endeavors. Further, Kaskaskia College is committed to fostering a diverse community and to promoting greater awareness of and sensitivity to issues of diversity. Toward that end, Kaskaskia College asserts the dignity and worth of every human being and the value of diversity as a source of its strength in all its many forms, and in the diverse perspectives of students, faculty, staff, and administrators.

Annual Plan FY2022

(2021-2022)

Kaskaskia College

The table below represents the action items/projects as determined by the four divisional planning teams and vetted by the Quality Council for FY2022 (2021-2022).

Action Item/Project	Division	Status	Proposed Start Date	Outcome	Institutional Goal	Strategic Priority	Ancillary Plan
Implement Personality Assessment for Employees	Administrative Services	Not Started	3/1/2021	Completion of assessment by all business office employees. Business Office employees will then review their assessments with a coach to not only share their assessment, but then be able to share with those they work closely with effectively.	2	6. Invest in our employees through human capital development	
Review Policy & Procedures Quarterly	Administrative Services	In Progress	11/1/2020	Review all Business Office Policy/Procedures and update them as needed. Once complete, a quarterly review will be done by Business Office personnel.	2	5. Improve Operational Efficiency	
Process Improvement - Electronic timesheets	Administrative Services	In Progress	1/1/2021	Move all employees submitting timesheets physically to entering them electronically.	2	5. Improve Operational Efficiency	
Train and Implement Budget Module	Administrative Services	Not Started	3/1/2021	Utilize Budget Module in Colleague and train Budget Officers on how to use.	2	5. Improve Operational Efficiency	
Implement Electronic Documentation for Vouchers	Administrative Services	Not Started	3/1/2021	Have the functionality and be able to utilize the electronic documents for vouchers in Colleague	2	5. Improve Operational Efficiency	
Clean-up Vendors for 1099 Review	Administrative Services	Not Started	3/1/2021	Review vendors that are flagged for 1099s and reach out to vendors if any additional information is needed prior to completing 1099s by January 2022.	2	5. Improve Operational Efficiency	

Action Item/Project	Division	Status	Proposed Start Date	Outcome	Institutional Goal	Strategic Priority	Ancillary Plan
Utilize Project Module in Colleague	Administrative Services	In Progress	1/1/2021	Entering all grants not on our Fiscal Year into Project Module to track.	2	5. Improve Operational Efficiency	
Develop Multi Year Financial Plan	Administrative Services	Not Started	4/1/2021	Completion of multi-year financial plan.	2	5. Improve Operational Efficiency	
Formalize staff training plan and create/offer training opportunities for staff as needed or requested	Administrative Services	Not Started	8/1/2021	Completion of documented schedule for consistent and ongoing training schedule for all staff. Training plan established including calendar to ensure all employees are able to report and measure their training as well as a biannual evaluation where employees and supervisors can identify training opportunities	2	6. Invest in our employees through human capital development	
Create an electronic all-encompassing departmental policy and procedure manual.	Administrative Services	In Progress	8/1/2021	Both Financial Aid and Accounts Receivable departments will have a complete and accessible online policy and procedure manual that also cross references for both departments. Will also establish review cycle for regular updates, versioning, and quality review process for updates.	2	5. Improve Operational Efficiency	
Analyze scholarship usage to identify student groups lacking financial support	Administrative Services	Not Started	8/1/2021	Gaps identified and Financial Aid and Accounts receivable will provide data to the Director of Institutional Advancement so that data can be used to seek out and identify financial resources to meet the gaps that have been identified.	1b; 2	3. Improve Student Retention and Success	
Prepare and submit grant applications to secure targeted funding for five remodel projects under consideration.	Administrative Services	Not Started	4/1/2021	Submission of applications to fund portions of projects under consideration	2	5. Improve Operational Efficiency	Master Facilities and Infrastructure Plan

Action Item/Project	Division	Status	Proposed Start Date	Outcome	Institutional Goal	Strategic Priority	Ancillary Plan
Provide training on Grant SharePoint site	Administrative Services	In Progress	1/1/2021	Conduct training presentation for Professional Growth & Development and/or Safe Colleges	2	5. Improve Operational Efficiency	
Develop three new endowed scholarships	Administrative Services	Not Started	7/1/2021	Three new \$20,000 endowed scholarships established	2	4. Increase targeted recruitment efforts	
Prepare & submit to Foundation Board of Directors the Fundraising Plan for fiscal year 2022	Administrative Services	In Progress	1/1/2021	Approval of fiscal year 2022 Fundraising Plan by Foundation Board of Directors.	2	4. Increase targeted recruitment efforts	
Prepare & submit to Foundation Board of Directors a 5-year strategic Fundraising Plan	Administrative Services	Not Started	7/1/2021	Approval of 5-year strategic Fundraising Plan by Foundation Board of Directors.	2	4. Increase targeted recruitment efforts	
Prepare and publish an electronic Fact Book	Administrative Services	In Progress	1/1/2021	Publication of electronic Fact Book	2	5. Improve Operational Efficiency	
Complete Workforce Environmental Scan	Administrative Services	Not Started	7/1/2021	Completion and publication of Workforce Environmental Scan Report	1a; 3	3. Improve Student Retention and Success	
Select and implement Data Visualization Software	Administrative Services	Not Started	7/1/2021	Implementation of data visualization software	2	5. Improve Operational Efficiency	
Renovate Bookstore	Administrative Services	Not Started	1/1/2022	Renovation of the bookstore to include a coffee bar and convenience food section.	1b	3. Improve Student Retention and Success	
Identify and implement items to improve Cafeteria sales and student experience	Administrative Services	Not Started	8/1/2021	Improved sales and student experience	1b	3. Improve Student Retention and Success	

Action Item/Project	Division	Status	Proposed Start Date	Outcome	Institutional Goal	Strategic Priority	Ancillary Plan
Implement Point-Of-Sale system	Administrative Services	Not Started	1/1/2022	Implementation of Point-Of-Sale system	2	5. Improve Operational Efficiency	
Obtain National Early Childhood Program Accreditation	Administrative Services	In Progress	10/1/2020	Improved leaning outcomes and pre-kindergarten assessment ratings; Accreditation awarded	1b; 2	5. Improve Operational Efficiency	
Obtain ExceleRate Illinois' Silver Circle of Quality	Administrative Services	In Progress	10/1/2020	Improved leaning outcomes and pre-kindergarten assessment ratings; Accreditation awarded	1b; 2	5. Improve Operational Efficiency	
Develop an enrollment & financial plan for CCAMPIS grant recipients	Administrative Services	Not Started	4/1/2021	Plans developed and grant funds fully utilized with no return of funds required.	1b; 2	5. Improve Operational Efficiency	
Implement technology in Children's Learning Center classrooms	Administrative Services	Not Started	4/1/2021	Improved learning outcomes in the classrooms	1b; 2	1. Revitalize Technology Infrastructure	
Implement Scheduled Teacher/Parent Conferences	Administrative Services	Not Started	4/1/2021	Parents will be provided with an assessment of their child's learning and development. Improved communication between parents and staff.	1b; 2	3. Improve Student Retention and Success	
Online printing service for students via Canvas	Administrative Services	Not Started	7/1/2021	Service provided to students who prefer printed copies of electronic materials in Canvas with cost of printing charged to students' account.	1b	3. Improve Student Retention and Success	
Replace printing equipment in the Mail & Copy Center	Administrative Services	In Progress	4/1/2021	Improved printing and copying capabilities	2	5. Improve Operational Efficiency	
Update process for delivery of departmental mail	Administrative Services	Not Started	7/1/2021	Improved distribution of mail throughout campus	2	5. Improve Operational Efficiency	

Action Item/Project	Division	Status	Proposed Start Date	Outcome	Institutional Goal	Strategic Priority	Ancillary Plan
Implement electronic submission of purchase requisitions/check requests	Administrative Services	In Progress	7/1/2021	Implementation of Colleague electronic submission of purchase requisitions and check requests to improve efficiency.	2	5. Improve Operational Efficiency	
Implement process to review contract expiration dates monthly	Administrative Services	Not Started	4/1/2021	Process implemented to avoid auto-renewals and improve negotiation of favorable pricing and terms.	2	5. Improve Operational Efficiency	
Migrate to O365	Administrative Services	In Progress	6/1/2021	Implementation of O360 to improve technology and standardize technologies across campus and Education Centers	1a; 1b; 2	1. Revitalize Technology Infrastructure	
Improve instructional technology (HEERF stimulus funding possible)	Administrative Services	In Progress	7/1/2021	Improve and advance the learning/teaching experience.	1a; 1b	1. Revitalize Technology Infrastructure	
Improve classroom technology (HEERF stimulus funding possible)	Administrative Services	In Progress	7/1/2021	Improve and advance the learning/teaching experience.	1a; 1b	1. Revitalize Technology Infrastructure	
Improve computer lab technology (HEERF stimulus funding possible)	Administrative Services	In Progress	7/1/2021	Improve and advance the learning/teaching experience.	1a; 1b	1. Revitalize Technology Infrastructure	
Install server upgrades (HEERF stimulus funding possible)	Administrative Services	Not Started	7/1/2021	Increase support to keep abreast of innovative technologies and security needs	1a; 1b; 2	1. Revitalize Technology Infrastructure	
Install Wi-Fi upgrades (HEERF stimulus funding possible)	Administrative Services	In Progress	7/1/2021	Increase network access for mobile devices	1a; 1b	3. Improve Student Retention and Success	
Implement ticketing system that supports multiple campus departments (HEERF stimulus funding possible)	Administrative Services	In Progress	7/1/2021	Provide better support and metrics for departments that need to support campus stakeholders	1a; 1b; 2	5. Improve Operational Efficiency	

Action Item/Project	Division	Status	Proposed Start Date	Outcome	Institutional Goal	Strategic Priority	Ancillary Plan
Implement remote application & desktop (HEERF stimulus funding possible)	Administrative Services	In Progress	7/1/2021	Improve and advance the learning/teaching experience and business continuity.	1a; 1b	1. Revitalize Technology Infrastructure	
Upgrade network core (HEERF stimulus funding possible)	Administrative Services	Waiting	7/1/2021	Upgrade key networking equipment before it can no longer be serviced or supported.	1a; 1b	1. Revitalize Technology Infrastructure	
Replace computers, peripherals, or devices (HEERF stimulus funding possible)	Administrative Services	In Progress	7/1/2021	Improve and advance the learning/teaching experience.	1a; 1b	1. Revitalize Technology Infrastructure	
Update IPTV systems & classrooms (HEERF stimulus funding possible)	Administrative Services	Waiting	7/1/2021	Improve and advance the learning/teaching experience.	1a; 1b; 2, 3, 4	1. Revitalize Technology Infrastructure	
Improve cell phone service	Administrative Services	Waiting	7/1/2021	Improve and advance the learning/teaching experience.	1b; 3	5. Improve Operational Efficiency	
Implement updates ID system for library, fitness center, food services and other areas.	Administrative Services	Not Started	7/1/2021	Better utilize IDs across campus for food services, ACE, events, and other areas.	1b; 2	5. Improve Operational Efficiency	
Implement contactless payment (HEERF stimulus funding possible)	Administrative Services	Not Started	7/1/2021	Implement COVID friendly way of payment.	1b	3. Improve Student Retention and Success	
Replace MyKC	Administrative Services	In Progress	7/1/2021	Improve the access and use of internal systems	1a; 1b; 2	1. Revitalize Technology Infrastructure	
Review and revise current Kaskaskia College Public Safety Police Department policy	Executive	Waiting	4/1/2021	Meeting of all Discretionary Standards	1b, 2, 3, 4	5. Improve Operational Efficiency	

Action Item/Project	Division	Status	Proposed Start Date	Outcome	Institutional Goal	Strategic Priority	Ancillary Plan
Investigate and review proposals for implementation of campus wide mass communication system utilizing existing Fire panel Public Address systems	Executive	In Progress	3/1/2021	Selection of proposal for mass communication system	1b	5. Improve Operational Efficiency	
Review and analyze need for College wide surveillance system upgrade or replacement	Executive	In Progress	3/1/2021	Selection of vendor for surveillance system dependent upon needs analysis	1b, 2	5. Improve Operational Efficiency	
Maintenance Management System Research and Implementation	Executive	Not Started	7/1/2021	Review products, including internal possibilities and entertain external software vendors that provides accurate tracking, reporting, and accountability for weekly, monthly, and annual task assignments for the purpose of enhancing the College Maintenance Management. Staff trained.	1b, 3, 4	5. Improve Operational Efficiency	Master Facilities and Infrastructure Plan
Master Facilities and Improvement Plan Update	Executive	In Progress	10/1/2020	A more comprehensive Master Facilities and Improvement Plan.	1b, 3, 4	5. Improve Operational Efficiency	Master Facilities and Infrastructure Plan
Kaskaskia College will seek to receive the Aspen Prize for Community College Excellence	Executive	Not Started	7/1/2021	Submission of application materials.	4		
Create a "Tour KC App" that features 360-degree shots of campus with map and recorded directions	Executive	in progress	6/1/2020	Implementation of Tour app.	1b, 2, 4	1. Revitalize Technology Infrastructure	
Develop a social media policy and guidebook	Executive	In Progress	2/1/2021	Release of guidebook campus wide.	1b, 2, 4	1. Revitalize Technology Infrastructure	

Action Item/Project	Division	Status	Proposed Start Date	Outcome	Institutional Goal	Strategic Priority	Ancillary Plan
Develop a Diversity, Inclusion and Equity Council to work to support strategic initiatives, partnerships, advocacy, innovation, and educational programs that will create, sustain, and enrich KC's institutional commitment to diversity, equity, and inclusion of its entire community.	Executive	Not Started	7/1/2021	DEI Council launched. Short-term and long-term goals established for the committee.	1b, 3, 4	3. Improve Student Retention and Success	
Create an online expert's directory for use by external media and organizations to use as a speaker's bureau.	Executive	Not Started	2/20/2021	Launching of directory to the public	2, 4		
Formation of a President's Advisory Committee	Executive	Not Started	7/1/2021	Establishment of committee	1, 2, 3, 4	2. Ensure Shared Governance and Collaborative Processes	
2021 President's Report to the Community	Executive	In Progress	11/15/2020	President's Report complete. Initial distribution to stakeholders	3,4	3. Improve Student Retention and Success	Strategic Enrollment Management Plan
Development and Implementation of Human Capital Plan	Executive	In Progress	1/1/2019	Implementation of plan	1,2	6. Invest in our employees through human capital development	Human Capital Development Plan
Develop Brand Style Guide training materials for KC employees	Executive	In Progress	4/1/2020	Training materials incorporated into HR training manual	1,2,3,4	6. Invest in our employees through human capital development	Marketing Plan

Action Item/Project	Division	Status	Proposed Start Date	Outcome	Institutional Goal	Strategic Priority	Ancillary Plan
Create and coordinate marketing and recruitment plan for continuing education, community education	Executive	In Progress	4/1/2020	A plan has been developed and needs to be incorporated	2,3,4		Marketing Plan
Develop a marketing calendar	Executive	Not Started	3/1/2021	Marketing calendar is up and live on KC website or SharePoint site	2	5. Improve Operational Efficiency	Marketing Plan
Analysis of current marketing department workload and staff levels	Executive	Not Started	4/1/2021	Analysis completed with recommendations to President	2	5. Improve Operational Efficiency	Marketing Plan
Establish and promote a consistent institutional image/brand that focuses on	Executive	In Progress	5/1/2020	Publishing of KC Brand Guide	1,2,3,4	5. Improve Operational Efficiency	Marketing Plan
Develop a process to create an annual marketing plan	Executive	Not Started	6/1/2020	Process approved by President's Cabinet	1	5. Improve Operational Efficiency	Marketing Plan
Develop process for selecting students/graduates to share success stories	Executive	Not Started	7/1/2020	A system is in place and sent out college wide to submit suggested stories in website or SharePoint site	2,3,4	5. Improve Operational Efficiency	Marketing Plan
Develop new videos and populate the College's YouTube channel and website. Modernize and enhance video quality and dissemination. Develop process for video production and release to be incorporated into the marketing calendar.	Executive	In Progress	8/1/2020	Videos highlighting KC graduates, students, faculty, and programs populate Kaskaskia College YouTube Channel, and populate the www.kaskaskia.edu website.	2,3,4	4. Increase Targeted Recruitment Efforts	Marketing Plan
Develop governance structure for the KC website. Develop update cycle calendar and process for KC website	Executive	In Progress	3/1/2021	Policy approved by Board	1	2. Ensure Shared Governance and Collaborative Processes	Marketing Plan

Action Item/Project	Division	Status	Proposed Start Date	Outcome	Institutional Goal	Strategic Priority	Ancillary Plan
Establish process and procedure to market all new courses/programs and to incorporate into marketing calendar	Executive	In Progress	10/1/2020	Process map in place	1,2,3	5. Improve Operational Efficiency	Marketing Plan
Develop public relations/communication training materials for KC employees to be incorporated into Safe Colleges	Executive	Not Started	2/1/2021	Training materials incorporated into HR training	1	6. Invest in our employees through human capital development	Marketing Plan
Complete environmental workforce study of the regional impact of institution	Executive	In Progress	7/1/2020	have plan completed and assessment of data	3	2. Ensure Shared Governance and Collaborative Processes	Strategic Enrollment Management Plan
Find and implement effective solution for managing the Syllabus process	Instructional Services	In Progress	7/1/2021	Implementation of syllabi system, including building of all templates and integration with databases. Conversion of all active course syllabi to system.	1	5. Improve Operational Efficiency	
Find and implement effective solution for managing the Curriculum Mapping Process	Instructional Services	Waiting	5/1/2021	Implementation of curriculum mapping software/solution	1	5. Improve Operational Efficiency	
Implement Course Evaluation System	Instructional Services	Not Started	5/1/2021	Implementation of course evaluation system for all courses	1	5. Improve Operational Efficiency	
Restructuring of BNI/Workforce/Continuing Education processes and procedures, including credentialing, payment, rebranding.	Instructional Services	In Progress	7/1/2021	Streamlined process and procedures presented to Cabinet for consideration. Implementation of systems.	2		

Action Item/Project	Division	Status	Proposed Start Date	Outcome	Institutional Goal	Strategic Priority	Ancillary Plan
Course redesign project based on Quality Matters training	Instructional Services	In Progress	10/1/2021	Per Title III grant requirements: All full-time faculty members complete redesign of one course in accordance with QM standards.	1	6. Invest in our employees through human capital development	
Quality Matters Training for KC full-time faculty and select staff	Instructional Services	In Progress	10/1/2021	Per Title III grant requirements: All full-time faculty members completion of Quality Matters curriculum as indicated in Title III grant. Three selected staff members completion of training.	1	6. Invest in our employees through human capital development	
Explore classroom technology enhancements	Instructional Services	In Progress	7/1/2021	Plan in place for enhancing classrooms	1,2	1. Revitalize Technology Infrastructure	
Establish Career Pathways regarding ICAPS/Bridge Program	Instructional Services	In Progress	1/1/2021	Establish manufacturing and healthcare bridge program	1	3. Improve Student Retention and Success	
Expansion of KCNow Offerings	Instructional Services	In Progress	5/1/2021	Refer to project charter for complete list of goals. Increase number of high school students utilizing career pathways.	1,2,3,4	3. Improve Student Retention and Success	
Explore Portfolium for enhancing assessment processes	Instructional Services	Not Started	7/1/2021	Feature and needs analysis complete for Portfolium product.	1		
Expand registration opportunities for Adult Education students	Instructional Services	In Progress	7/1/2021	Enrollment numbers reaching pre-COVID.	2	4. Increase Targeted Recruitment Efforts	

Action Item/Project	Division	Status	Proposed Start Date	Outcome	Institutional Goal	Strategic Priority	Ancillary Plan
Assessment: Next Steps	Instructional Services	In Progress	2/1/2021	Documentation of assessment measures by 80% of instructional areas, implementation of assessment data flow from Canvas to warehouse, visualizations and reports created.	1	5. Improve Operational Efficiency	
Create data flow from LMS to facilitate reports for assessment.	Instructional Services	Waiting	7/1/2020	Data sets/visualizations created for all academic areas	1	5. Improve Operational Efficiency	
Implement first-year student experience	Instructional Services	Waiting	8/1/2020	Launch of new student orientation course.	1,2	4. Increase Targeted Recruitment Efforts	Strategic Enrollment Management Plan
General Education Critical Thinking Initiative	Instructional Services	In Progress	2/12/2021	Presentation at August PG&D of results of initiative	1		
Rebranding of Adult Education and Literacy Program	Instructional Services	In Progress	3/1/2021	Enrollment numbers reaching pre-COVID.	1,2		
Expand work-based learning initiatives	Instructional Services	In Progress	2/1/2021	Increase number of initiatives by a number to be determined	3	4. Increase Targeted Recruitment Efforts	
Explore potential expansion of correctional center offerings	Instructional Services	In Progress	7/1/2021	IDOT contract in place, qualified faculty hired to teach programs, first cohort of students in two programs.	1,2,3		
Launch a faculty onboarding course in Canvas	Instructional Services	In Progress	2/1/2021	Initial launch of onboarding course	1	6. Invest in our employees through human capital development	

Action Item/Project	Division	Status	Proposed Start Date	Outcome	Institutional Goal	Strategic Priority	Ancillary Plan
Faculty training in relation to Assessment, Quality of Instruction, Curriculum Development, location of needed program information (data, financials, etc.)	Instructional Services	In Progress	2/1/2021	Production and implementation of training materials/resource as planned for FY2022.	1	6. Invest in our employees through human capital development	
Instructor Evaluation Tool revision	Instructional Services	In Progress	10/1/2021	Production of analysis report of current tools against latest research in best practiced. As warranted by analysis, implementation of revised instructor evaluation tools.	1	2. Ensure Shared Governance and Collaborative Processes	
Maximizing current development education reform plan	Instructional Services	In Progress	6/1/2021	Plan in place for meeting Developmental Reform Act requirements	1	3. Improve Student Retention and Success	
Explore scheduling of courses respective of course enrollment	Instructional Services	Not Started	7/1/2021	Process for analysis developed and utilized.	1,2	3. Improve Student Retention and Success	
Expand registration opportunities for the students at the CRISP center.	Instructional Services	Not Started	7/1/2021	Targets to be established upon further analysis of recruitment data.	2	4. Increase Targeted Recruitment Efforts	
Revise and approve a plan for continued instruction during emergencies and/or campus closures	Instructional Services	In Progress	7/1/2021	Plan put into effect after approval by faculty and cabinet. Submission of any documentation to ICCB.	1,2,3,4		
Implement visualization software for assessment data	Instructional Services	Not Started	3/1/2020	Technology selected and implemented	1	5. Improve Operational Efficiency	

Action Item/Project	Division	Status	Proposed Start Date	Outcome	Institutional Goal	Strategic Priority	Ancillary Plan
Identify project management software for institutional strategic planning, to potentially be implemented in FY 2022	Instructional Services	In Progress	3/1/2021	Implementation of system	1,2	5. Improve Operational Efficiency	
Institute effectiveness tracking for 2+2 programs.	Instructional Services	Waiting	12/1/2020	System in place for tracking 2+2 students	1	3. Improve Student Retention and Success	
Purchase and begin implementation of Customer Relations Module.	Student Services	In Progress	6/30/2021	Utilization of CRM in recruitment processes evident in increased operational efficiency, ability to clearly define and assess outreach goals	2	4. Increase Targeted Recruitment Efforts	Strategic Enrollment Management Plan
Develop advising guide template and advising guides to accompany new 2+2 agreements that were established in FY21 (this may take more than 1 year)	Student Services	Not Started	6/1/2021	Detailed advising guides accessible through the transfer pathway of the career pathways tool.	1,2	3. Improve Student Retention and Success	Strategic Enrollment Management Plan
Establish policy and procedures for changing degree codes to increase accuracy of degree coding.	Student Services	In Progress	2/1/2021	Accurate active degree codes on student records	1,2	3. Improve Student Retention and Success	
Expand summer KICK program and promote expansion throughout the community *Develop STEM Camp for Girls * Develop and promote a KICK program video to increase participation	Student Services	Not Started	7/1/2021	*Two new STEM camps will be offered *Video to promote KICK participation will be completed by July 1, 2021.	1,2	4. Increase Targeted Recruitment Efforts	Strategic Enrollment Management Plan

Action Item/Project	Division	Status	Proposed Start Date	Outcome	Institutional Goal	Strategic Priority	Ancillary Plan
Improve break room at Trenton Education Center - Phase 2	Student Services	Not Started	7/1/2021	Break room renovation will be completed and provide a student friendly atmosphere to stakeholders.	1b	3. Improve Student Retention and Success	Strategic Enrollment Management Plan
Develop and distribute follow up survey from the Education Center Student Satisfaction Survey to students taking classes at education centers to determine student services resources that are not being provided. Implement training procedures to assure standardization of service delivery across all areas where student services are provided.	Student Services	Not Started	7/1/2021	All main campus student services and resources will be available to students taking classes at education centers and students will be aware of these resources and services.	1	3. Improve Student Retention and Success	
Review athletic program in preparation for NJCAA division status declaration November 2021.	Student Services	Not Started	4/1/2021	Decision regarding division status will be made prior to NJCAA declaration due date and made with involvement of college and community stakeholders.	1b, 4	3. Improve Student Retention and Success	
Develop plan for improving internal and external marketing regarding athletic programs.	Student Services	Not Started	7/1/2021	Plan will be established which includes regular internal and external sharing of information regarding our student athletes, our sports teams, and our graduate successes.	1b, 4	4. Increase Targeted Recruitment Efforts	
Evaluate feasibility of addition of SWIFT incidents/referrals, Title IX, and student informal complaints to Maxient system.	Student Services	Not Started	7/1/2021	SWIFT referrals/communication and follow up will be entered into Maxient system and be easily retrievable if future referrals are received.	1b	3. Improve Student Retention and Success	

Action Item/Project	Division	Status	Proposed Start Date	Outcome	Institutional Goal	Strategic Priority	Ancillary Plan
Tutoring & Learning Center - Use established metrics to evaluate tutoring (Tutor.com, professional tutors, peer-tutors)	Student Services	In Progress	7/1/2021	Identify strengths and weaknesses of current tutor processes and assessment tools.	1b	3. Improve Student Retention and Success	Strategic Enrollment Management Plan
Identify, purchase, and implement a replacement early alert retention product.	Student Services	In Progress	3/1/2021	Train student services, financial aid, Perkins, cashiers, instruction, and students on how to use Early Alert system. All stakeholders use Early Alert system.	1b	3. Improve Student Retention and Success	Strategic Enrollment Management Plan
Formalize and refine Co-Curricular Assessment process. Develop co-Curricular assessment manual.	Student Services	In Progress	7/1/2021	Increase number of club sponsors documenting co-curricular learning and assessing learning outcomes.	1b		
Improve mental health services to all KC students	Student Services	In Progress	7/1/2020	Compliance with Mental Health Early Action on Campus Act	1b,2		