



Strategic Plan September 2021-August 2024

Kilgore College's strategic plan is built on the foundation of data analysis and strategic use of data. This foundation helps us to meet our mission by further enhancing student access and success, strengthening partnerships, and better meeting the needs of our service area.

I. Improve and Expand Student Access

Strategic Goal 1A: By August 2024, improve and expand service area ISD access.

1. Outcome 1A.1: By August 2022 and ongoing, work with the Texas Virtual Academy at Hallsville (TVAH) to expand academic transfer dual credit opportunities and develop career and technical education dual credit options.

Assessment Method: Increase in course offerings available through TVAH

Assigned to: President, Vice President of Instruction, Instructional Deans, Distance Learning Specialist and Title III Grant Activity Director

2. Outcome 1A.2: By August 2022, develop a systematic annual plan for exposing K-12 students to the College through camps, tours, employer career days, participation in service area events, and distribution of promotional materials.

Assessment Method: Establishment of a systematic schedule of the above activities

Assigned to: President, Executive Vice President of Internal Collaboration and Strategic Initiatives, Vice President of Instruction, Vice President of Student Services and Athletic Director, Instructional Deans, Dean of Enrollment Management and Student Success

3. Outcome 1A.3: By August 2024, embed success coaches at service-area high schools utilizing best practices and return on investment analyses gleaned from the rootEd and T.L.L. Temple Foundation grant programs.

Assessment Method: Employment of embedded success coaches

Assigned to: President, Vice President of Student Services and Athletic Director, Vice President of Administrative Services and CFO, Vice President of Organizational Effectiveness and Excellence

4. Outcome 1A.4: By August 2022, develop a mechanism to provide intentional advising knowledge and practices to dual credit students by providing dual credit professional development events for high school counselors.

Assessment Method: Establishment of a systematic schedule of the above activities

Assigned to: President, Vice President of Student Services and Athletic Director, Vice President of Instruction, Dean of Enrollment Management and Student Success,

Strategic Goal 1B: By August 2024, improve and expand opportunities for service area connections.

1. Outcome 1B.1: By August 2022 and ongoing, create additional continuing education on-ramps in credit courses and streamline processes to convert non-credit to credit

Assessment Method: Increase in "mirror" course offerings and stackable credential pathways

Assigned to: President, Vice President of Instruction, Instructional Deans

2. Outcome 1B.2: By August 2022 and ongoing through 2024, create additional level-1 certificates to provide on-ramps to credentials of value through short-term training.

Assessment Method: Increase in level-1 certificates

Assigned to: President, Vice President of Instruction, Instructional Deans

3. Outcome 1B.3: By January 2022, expand internal and external communication, advertising, and marketing to include additional face-to-face recruiting events, a consistent KC presence in service area communities, and strategic marketing efforts.

Assessment Method: Establishment of a systematic schedule of the above activities

Assigned to: President, Executive Vice President of Internal Collaboration and Strategic Initiatives, Vice President of Student Services and Athletic Director, Dean of Enrollment Management and Student Success, Director of Marketing

4. Outcome 1B.4: By January 2022, create and implement an enrollment management plan with measurable goals.

Assessment Method: Establishment of an enrollment management plan with measurable goals and scheduled activities.

Assigned to: President, Executive Vice President of Internal Collaboration and Strategic Initiatives, Vice President of Student Services and Athletic Director, Dean of Enrollment Management and Student Success, Director of Marketing

Strategic Goal 1C: By August 2023, improve and expand user-friendly access to student services for all students.

1. Outcome 1C.1: By August 2022, expand access to student services through the launch of a chatbot, extended hours of operation, and the strengthening and expanding of remote service opportunities.

Assessment Method: Operational chatbot, extended hours, and additional remote service opportunities

Assigned to: President, Executive Vice President of Internal Collaboration and Strategic Initiatives, Vice President of Student Services and Athletic Director, Vice President of Administrative Services and CFO, Dean of Enrollment Management and Student Success, Director of Information Technology, Distance Learning Specialist and Title III Grant Activity Director

2. Outcome 1C.2: By August 2023, improve financial aid services by implementing an unmet needs assessment process and proactively marketing the award of undistributed scholarship dollars.

Assessment Method: Establishment of an unmet needs assessment and scholarship distribution process

Assigned to: President, Vice President of Student Services and Athletic Director, Dean of Enrollment Management and Student Success, Director of Financial Aid

3. Outcome 1C.3: By January 2023, provide additional automated services within the Business Office.

Assessment Method: Establishment of additional services

Assigned to: President, Vice President of Administrative Services and CFO

II. Improve and Escalate Student Success

Strategic Goal 2A: By August 2023, enhance student success through more affordable and accessible course resources.

1. Outcome 2A.1: By August 2023, establish Open Educational Resources (OER) options for all online degree options.

Assessment Method: Documentation of OER options for all courses in online degrees.

Assigned to: President, Vice President of Instruction, Instructional Deans, Faculty

Strategic Goal 2B: By August 2022, enhance student success through early alert mechanisms and communication tools.

1. Outcome 2B.1: By August 2022, re-launch the early alert system to effectively identify and follow up with students who are struggling, to include entry of mid-term grades.

Assessment Method: Documented early alert system processes

Assigned to: President, Vice President of Instruction, Director of Instructional Student Support, Distance Learning Specialist and Title III Grant Activity Director, Instructional Deans, Faculty, Embedded Advisors

2. Outcome 2B.1: By January 2022, create a student success syllabus that includes services, resources, and other important information.

Assessment Method: Distribution of student success syllabus

Assigned to: President, Vice President of Instruction, Instructional Deans, Director of Instructional Student Support, Distance Learning Specialist and Title III Grant Activity Director, Student Success Council

Strategic Goal 2C: By August 2022, enhance student success through incorporation of various instructional modalities.

1. Outcome 2C.1: By August 2022, institutionalize the hyflex instructional modality to provide flexible course access.

Assessment Method: Hyflex courses listed in course schedule

Assigned to: President, Vice President of Instruction, Instructional Deans, Executive Vice President of Internal Collaboration and Strategic Initiatives, Distance Learning Specialist and Title III Grant Activity Director, Director of Information Technology

Strategic Goal 2D: By August 2022, enhance student success through contact and communication.

1. Outcome 2D.1: By August 2022, establish a text messaging application for institution-wide communications and targeted nudges for students.

Assessment Method: Active use of text messaging application

Assigned to: President, Executive Vice President of Internal Collaboration and Strategic Initiatives, Vice President of Student Services and Athletic Director, Vice President of Instruction, Dean of Enrollment Management and Student Success, Director of Marketing, Distance Learning Specialist and Title III Grant Activity Director, Director of Information Technology

2. Outcome 2D.2: By August 2024, establish a call center to facilitate responsiveness to student services needs.

Assessment Method: Existence of call information center

Assigned to: President, Vice President of Student Services and Athletic Director, Dean of Enrollment Management and Student Success, Director of Information Technology

3. Outcome 2D.3: By January 2022, establish a yearly schedule of administration listening forums as a mechanism to hear student voices.

Assessment Method: Establishment of a systematic schedule of listening forums.

Assigned to: President, Executive Vice President of Internal Collaboration and Strategic Initiatives, Vice President of Student Services and Athletic Director, Vice President of Instruction, Vice President of Organizational Effectiveness and Excellence, Vice President of Administrative Services and CFO

Strategic Goal 2E: By January 2023, enhance student success through technical support and adequate course equipment and software.

1. Outcome 2E.1: By January 2023, establish help desk to facilitate responsiveness to student tech support needs.

Assessment Method: Existence of help desk

Assigned to: President, Director of Information Technology

2. Outcome 2E.2: By January 2022, conduct an assessment of equipment and software utilized in instruction and student support services and develop a replacement/update and cascade schedule.

Assessment Method: Documentation of assessment and replacement/update schedule.

Assigned to: President, Vice President of Instruction, Vice President of Student Services and Athletic Director, Vice President of Administrative Services and CFO, Instructional Deans, Director of Information Technology, Dean of Enrollment Management and Student Success

Strategic Goal 2F: By August 2023, enhance student success through expansion of high-demand course offerings.

1. Outcome 2F.1: By August 2023, as warranted, expand offerings of high demand courses.

Assessment Method: Conduct gap analysis to determine the level of expansion for offering high-demand courses in key programs.

Assigned to: President, Vice President of Instruction, Vice President of Organizational Effectiveness and Excellence, Instructional Deans

2. Outcome 2F.2: By August 2023, expand online summer course offerings.
Assessment Method: Increase in online summer courses
Assigned to: President, Vice President of Instruction, Instructional Deans

Strategic Goal 2G: By August 2022, enhance student success through long-term course schedule development.

1. Outcome 2G.1: By August 2022, develop a two-year course schedule to aid students in long-term planning for completion of educational pathways.
Assessment Method: Establishment of a two-year course schedule.
Assigned to: President, Vice President of Instruction, Dean of Enrollment Management and Student Success, Instructional Deans, Department Chairs, Faculty

Strategic Goal 2H: By August 2024, enhance student success through employment of a benefits navigator.

1. Outcome 2H.1: By August 2024, employ a benefits navigator to provide help to students in obtaining assistance with food insecurity, housing, childcare, utility bills, car repair, etc.
Assessment Method: Employment of a benefits navigator
Assigned to: President, Vice President of Student Services and Athletic Director, Vice President of Administrative Services and CFO, Director of Instructional Student Support

Strategic Goal 2I: By August 2023, enhance student success through mandatory EDUC 1300-Learning Frameworks course.

1. Outcome 2I.1: By Fall Semester 2023 (August 2023), require each first-time-in-college student to take EDUC 1300-Learning Framework in their first semester of enrollment.
Assessment Method: Adequate sections of EDUC 1300 to accommodate all FTIC students.
Assigned to: Assigned to: President, Vice President of Instruction, Vice President of Organizational Effectiveness and Excellence, Instructional Deans, Department Chairs, Faculty

III. Expand into New and/or Strengthen Existing Markets, Programs, and Partnerships to Further KC's Ability to Meet the Needs of its Service Area

Strategic Goal 3A: By August 2023, expand markets.

1. Outcome 3A.1: By August 2022, integrate Adult Education and Literacy students into the campus community by providing college email addresses, IDs, and access to activities.
Assessment Method: Establishment of a process for integration of AEL students
Assigned to: President, Vice President of Instruction, Vice President of Student Services and Athletic Director, Dean of Arts and Sciences, Director of Adult Education and Literacy, Director of ERP Systems Innovation and Development
2. Outcome 3A.2: By August 2022, develop a suite of course offerings designed to fit the needs of working adults and processes for evaluation of prior learning experiences to facilitate timely completion of a degree.
Assessment Method: Existence of course offerings and prior learning evaluation for working adults

Assigned to: President, Vice President of Instruction, Instructional Deans

3. Outcome 3A.3: By January 2022, design and implement an outreach plan to re-enroll those who stopped out before earning a credential.

Assessment Method: Existence and implementation of outreach plan

Assigned to: President, Vice President of Instruction, Executive Vice President of Internal Collaboration and Strategic Initiatives, Vice President of Student Services and Athletic Director, Dean of Enrollment Management and Student Success, Director of Marketing

4. Outcome 3A.4: By August 2023, expand continuing education course offerings for those professions requiring continuing education units (CEUs).

Assessment Method: Increase in CEU course offerings

Assigned to: President, Vice President of Instruction, Vice President of Administrative Services and CFO, Instructional Deans, CE Specialists

5. Outcome 3A.5: By August 2023, become eligible for Title V Hispanic-Serving Institution status through strategic outreach to the Hispanic community.

Assessment Method: Enrollment of at least 25% full-time equivalent Hispanic students

Assigned to: President, Executive Vice President of Internal Collaboration and Strategic Initiatives, Vice President of Student Services and Athletic Director, Dean of Enrollment Management and Student Success, Vice President of Organizational Effectiveness and Excellence, Director of Marketing

6. Outcome 3A.6: By August 2022, develop a plan for expansion opportunities in Gladewater.

Assessment Method: Establishment of an expansion plan

Assigned to: President, Executive Vice President of Internal Collaboration and Strategic Initiatives, Vice President of Instruction, Vice President of Administrative Services and CFO, Vice President of Organizational Effectiveness and Excellence

7. Outcome 3A.7: By August 2022, develop a plan for expansion opportunities in Henderson.

Assessment Method: Establishment of an expansion plan

Assigned to: President, Executive Vice President of Internal Collaboration and Strategic Initiatives, Vice President of Instruction, Vice President of Administrative Services and CFO, Vice President of Organizational Effectiveness and Excellence, Instructional Deans

8. Outcome 3A.8: By August 2022, develop a plan for expansion opportunities in Gilmer.

Assessment Method: Establishment of an expansion plan

Assigned to: President, Executive Vice President of Internal Collaboration and Strategic Initiatives, Vice President of Instruction, Vice President of Administrative Services and CFO, Vice President of Organizational Effectiveness and Excellence, Deans

9. Outcome 3A.9: By August 2023, research and identify a convenient path to completion of baccalaureate degrees in nursing, computer information technology, and applied arts and sciences through either a KC credential or through a partner institution.
Assessment Method: Evidence of baccalaureate degree completion options
Assigned to: President, Vice President of Instruction, Vice President of Administrative Services and CFO, Vice President of Organizational Effectiveness and Excellence, Instructional Deans

Strategic Goal 3B: By August 2024, expand program offerings.

1. Outcome 3B.1: By August 2024, launch at least one new program or partnership related to economic development activities or new industries in the College's service area.
Assessment Method: Launch of new program
Assigned to: President, Vice President of Instruction, Vice President of Administrative Services and CFO, Vice President of Organizational Effectiveness and Excellence, Instructional Deans
2. Outcome 3B.2: By August 2023, compile a demand occupation list and evaluate all existing programs to determine if they produce a credential of value.
Assessment Method: Completion of list and evaluation
Assigned to: President, Vice President of Instruction, Vice President of Organizational Effectiveness and Excellence, Instructional Deans

Strategic Goal 3C: By August 2022, expand partnerships.

1. Outcome 3C.1: By August 2022, establish relationships with key personnel at transfer partner institutions.
Assessment Method: Establish a schedule of contacts with transfer partners
Assigned to: President, Vice President of Instruction, Vice President of Student Services and Athletic Director, Instructional Deans, Dean of Enrollment Management and Student Success
2. Outcome 3C.2: By August 2024, increase the number of university courses (Jr/Sr) offered to KC students.
Assessment Method: Increase access to university course offerings
Assigned to: President, Executive Vice President of Internal Collaboration and Strategic Initiatives, Vice President of Instruction, Instructional Deans
3. Outcome 3C.3: By August 2024, establish an Early College High School with Kilgore ISD.
Assessment Method: Establishment of ECHS
Assigned to: President, Executive Vice President of Internal Collaboration and Strategic Initiatives, Vice President of Student Services and Athletic Director, Vice President of Instruction, Instructional Deans
4. Outcome 3C.4: By August 2022, establish a lease agreement with Kilgore ISD for use of R.E. St. John Stadium.
Assessment Method: Signed lease agreement
Assigned to: President, Executive Vice President of Internal Collaboration and Strategic Initiatives, Vice President of Student Services and Athletic Director, Vice President of Administrative Services and CFO

5. Outcome 3C.5: By August 2022, establish apprenticeship opportunities with local business and industry.

Assessment Method: Existence of apprenticeship opportunities

Assigned to: President, Vice President of Instruction, Instructional Deans

IV. Enhance Existing and Develop New Organizational Assets to Further KC's Ability to Meet the Needs of its Service Area

Strategic Goal 4A: By August 2024, enhance human resource assets.

1. Outcome 4A.1: By August 2022, conduct a formal salary study.

Assessment Method: Completion of salary study

Assigned to: President, Vice President of Organizational Effectiveness and Excellence, Director of Human Resources

2. Outcome 4A.2: By January 2022, examine and strengthen the hiring and onboarding process for new employees.

Assessment Method: Increase in satisfaction on New Employee Survey

Assigned to: President, Vice President of Organizational Effectiveness and Excellence, Director of Human Resources

3. Outcome 4A.3: By August 2022, develop policies and procedures governing remote work opportunities and environments.

Assessment Method: Completion of policies and procedures

Assigned to: President, Vice President of Organizational Effectiveness and Excellence, Director of Human Resources

4. Outcome 4A.4: By August 2022, enhance student success through professional development on high impact practices and incorporate those practices into the learning environment.

Assessment Method: Calendar of professional development activities and evidence of learning environment implementation

Assigned to: President, Vice President of Instruction, Instructional Deans, Teaching and Learning Specialist

5. Outcome 4A.5: By August 2023, establish a President's Leadership Academy to grow and foster leaders/leadership potential.

Assessment Method: Establishment of Academy and enrollment of first cadre

Assigned to: President, Vice President of Organizational Effectiveness and Excellence

6. Outcome 4A.6: By August 2023, complete conversion to Texas Association of School Boards (TASB) policies, devise administrative rules for implementation of those policies, and establish an ongoing process for adoption of new/revised policies.

Assessment Method: Completion of conversion and establish future adoption process

Assigned to: President, Vice President of Organizational Effectiveness and Excellence

7. Outcome 4A.7: By January 2022, establish Human Resource department protocols to guide retiring employees.

Assessment Method: Survey retiring employees to determine level of satisfaction with Human Resources guided process

Assigned to: President, Vice President of Organizational Effectiveness and Excellence, Director of Human Resources

Strategic Goal 4B: By August 2024, improve physical and virtual plant resource assets.

1. Outcome 4B.1: By January 2022, develop and implement a capital budget process.

Assessment Method: Implementation of capital budget process

Assigned to: President, Executive Vice President of Internal Collaboration and Strategic Initiatives, Vice President of Administrative Services and CFO

2. Outcome 4B.2: By January 2022, develop a plan for addressing the deferred maintenance needs identified on the Facilities Condition Assessment.

Assessment Method: Existence of plan

Assigned to: President, Executive Vice President of Internal Collaboration and Strategic Initiatives, Vice President of Administrative Services and CFO, Director of Environmental Safety, Construction, and Facilities

3. Outcome 4B.3: By August 2022, develop a plan to address the refurbishment of Stark Hall.

Assessment Method: Existence of plan

Assigned to: President, Executive Vice President of Internal Collaboration and Strategic Initiatives, Vice President of Administrative Services and CFO, Vice President of Student Services and Athletic Director, Director of Environmental Safety, Construction, and Facilities

4. Outcome 4B.4: By August 2022, develop a plan for construction of a new residence hall facility.

Assessment Method: Existence of plan

Assigned to: President, Executive Vice President of Internal Collaboration and Strategic Initiatives, Vice President of Administrative Services and CFO, Vice President of Student Services and Athletic Director, Director of Environmental Safety, Construction, and Facilities

5. Outcome 4B.5: By August 2024, resolve/have in progress/complete all existing facilities projects, to include McKinstry Energy Management, pedestrian bridge, Health Sciences Education Center, and renovation of W. L. Dodson Auditorium

Assessment Method: Resolution/completion of projects

Assigned to: President, Executive Vice President of Internal Collaboration and Strategic Initiatives

Strategic Goal 4C: By August 2022, enhance working capital resource assets.

1. Outcome 4C.1: By August 2022, develop a 5-year revenue/expense forecast based on analysis of trend data.

Assessment Method: Existence of forecast

Assigned to: President, Vice President of Administrative Services and CFO

2. Outcome 4C.2: For FY22 and moving forward, dedicate enhanced innovation fund dollars to support implementation of new innovative and entrepreneurial organization-wide priorities.

Assessment Method: Distribution of innovation fund dollars for aforementioned purposes

Assigned to: President, Vice President of Administrative Services and CFO

3. Outcome 4C.3: By August 2022 and ongoing, develop and enculturate an entrepreneurial college mindset.

Assessment Method: Evidence of entrepreneurial activities

Assigned to: President, Executive Vice President of Internal Collaboration and Strategic Initiatives, Vice President of Student Services and Athletic Director, Vice President of Administrative Services and CFO, Vice President of Instruction, Vice President of Organizational Effectiveness and Excellence

4. Outcome 4C.4: By August 2023, strengthen financial position of auxiliary enterprises through entrepreneurial activities.

Assessment Method: Financial statements indicating the enterprise's ability to cover all auxiliary expense and contribute to operating revenues of Kilgore College

Assigned to: President, Vice President of Administrative Services and CFO, Vice President of Student Services and Athletic Director

Strategic Goal 4D: By August 2022, enhance cultural knowledge resource assets.

1. Outcome 4D.1: By January 2022, establish a speaker series focused on diversity, equity, and inclusion (DEI).

Assessment Method: Calendar of speakers

Assigned to: President, Vice President of Student Services and Athletic Director, Vice President of Organizational Effectiveness and Excellence, Director of Human Resources, DEI Committee

2. Outcome 4D.2: By August 2022, implement DEI education and professional development for faculty and staff.

Assessment Method: Schedule of education and professional development events

Assigned to: President, Vice President of Organizational Effectiveness and Excellence, Director of Human Resources, DEI Committee

3. Outcome 4D.3: By August 2022, launch marketing strategies designed to resonate with students of color and populations of students who are underrepresented and underserved.

Assessment Method: Evidence of active marketing plan and strategies

Assigned to: President, Executive Vice President of Internal Collaboration and Strategic Initiatives, Vice President of Organizational Effectiveness and Excellence, Director of Marketing, DEI Committee

4. Outcome 4D.4: By August 2024, integrate the culture of DEI throughout the institution with a focus on evolving from equity talk to equity walk.

Assessment Method: Student and employee surveys

Assigned to: President, Executive Vice President of Internal Collaboration and Strategic Initiatives, Vice President of Student Services and Athletic Director, Vice President of Administrative Services and CFO, Vice President of Instruction, Vice President of Organizational Effectiveness and Excellence, DEI Committee