



# Strategic Plan 2024-2027



## GOAL 1

### Provide Agile, Mobile, and User-Friendly Technology

#### Outcome 1.1

Prioritize the transition to cloud-based platforms for student information, learning management, and administrative functions that follows a phased approach to minimize disruptions and allows for testing, feedback, and gradual adaptation.

##### Strategy 1.1.1

Vendor Selection and Partnership: Thoroughly evaluate cloud providers based on security, scalability, integration capabilities, and cost-effectiveness.

Key Performance Indicator: Vendor Evaluation Scorecard percentage of completion.

Assigned to: Year 1; President, Vice President of Administrative Services, Chief Information Officer/Executive Dean, and Key Stakeholders

##### Strategy 1.1.2

Data Migration and Security: Develop a comprehensive data migration plan, ensuring data integrity and security throughout the process. Implement robust security protocols and encryption to safeguard student information and sensitive data.

Key Performance Indicator: Plan present, accounted for, and implemented.

Assigned to: Year 2; President, Vice President of Administrative Services, Chief Information Officer/Executive Dean, and Business Process Improvement Committee.

##### Strategy 1.1.3

Phased Migration: Phase 1 - Transition less critical functions to the cloud. Phase 2 - Larger and Mission Critical to be completed by year three.

Key Performance Indicator: Improvement to System Uptime percentage(s).

Assigned to: Year 3; President, Chief Information Officer/Executive Dean, and Information Technology

#### Outcome 1.2

Ensure that all applications are mobile and user friendly.

##### Strategy 1.2.1

Website Audit: Audit website page layouts and accuracy of information for user friendly access. Establish an annual schedule for updates and improvements.

Key Performance Indicator: Mobile Friendly Scorecard percentage(s).

Assigned to: Year 2; President, Executive Vice President of Internal Collaboration & Strategic Objectives, and Strategic Leadership Team

**Strategy 1.2.2**

Develop and implement a process which ensures that software purchases are mobile friendly for students and employees of the College.

Key Performance Indicator: Evidence of process to identify the percentage of software that is mobile friendly.

Assigned to: Year 1; President, Chief Information Officer/Executive Dean, and Dean of Instructional Technology

**Strategy 1.2.3**

Conduct Routine Testing: Develop and implement an annual review process across a wide range of devices and browsers to resolve issues with mobile responsiveness.

Key Performance Indicator: Develop and implement process to test devices and browsers.

Assigned to: Year 2; President, Chief Information Officer/Executive Dean, Dean of Information and Instructional Technology

**Outcome 1.3**

Implement comprehensive training programs to enhance technology proficiency among faculty, staff, and students.

**Strategy 1.3.1**

Develop Tailored Training Programs for Jenzabar: Design and deliver training programs that address identified needs, offering a variety of formats (e.g., workshops, online courses, tutorials) to cater to different learning styles.

Key Performance Indicator: Development of programs and the trainee participation rate.

Assigned to: Year 1; President and Strategic Leadership Team

**Strategy 1.3.2**

Evaluate Training and Support: Survey and provide opportunity for input through survey for the quality and utility of the training programs.

Key Performance Indicator: Training program effectiveness rate from survey of participants.

Assigned to: Year 2; President and Strategic Leadership Team

**Strategy 1.3.3**

Measure Knowledge Retention and Application: Provide a follow-up survey within 3-6 months of training to assess whether additional targeted training and/or follow-up is needed.

Key Performance Indicator: Knowledge retention rate and percentage of participants needing additional training.

Assigned to: Year 2; President and Strategic Leadership Team

## **GOAL 2**

### **Develop and Sustain High Quality, High-Demand Academic and Workforce Programming**

#### **Outcome 2.1**

Develop program pathways to credentials of high value.

##### **Strategy 2.1.1**

Market Research and Alignment: Implement an annual review to align current and future programs with the high-demand and high value programs of study provided by the Texas Higher Education Coordinating Board and the needs of the College's extended service region.

Key Performance Indicator: Develop and implement programs aligned with high-demand occupations by the Texas Higher Education Coordinating Board and regional employer demand.

Assigned to: Year 1, 2, & 3; President, Vice President of Student Learning, Engagement, & Success, and Instructional Deans

##### **Strategy 2.1.2**

Stackable Credentials: Develop additional stackable credentials, such as certificates and micro-credentials, that build upon each other and lead to industry-recognized certifications or degrees.

Key Performance Indicator: Number of new stackable credential pathways developed.

Assigned to: Year 2; President, Vice President of Student Learning, Engagement, & Success, and Instructional Deans

##### **Strategy 2.1.3**

Develop New and Maintain Existing Employer Partnerships: Collaborate with employers to develop customized training programs, paid apprenticeships, and work-based training that provide students with hands-on experience and direct pathways to employment.

Key Performance Indicator: Number of students participating in customized training programs, apprenticeships, or work-based learning experiences.

Assigned to: President, Vice President of Student Learning, Engagement, & Success, and Instructional Deans

#### **Outcome 2.2**

Expand alternative market driven learning options.

##### **Strategy 2.2.1**

Research and act on student preference for course and program formats: develop and implement a survey instrument for Dual Credit, Traditional, and Non-Traditional students which provides actionable information for alternative learning options.

Key Performance Indicator: Develop and implement a student survey to inform of preference for learning (i.e., Online, Hybrid, etc..).

Assigned to: Year 1; President, Chief Information Officer/Executive Dean, and Instructional Deans

### **Strategy 2.2.2**

Accessible Technology and Support: Ensure that online and hybrid learning platforms are accessible to all learners, including those with disabilities. Provide comprehensive technical support and resources to help students navigate the online learning environment. Adopt best practices from early adopters.

Key Performance Indicator: Accessibility Audit Score for online and hybrid learning platforms.

Assigned to: Year 3; President, Dean of Information and Instructional Technology, Director of Human Resources, and Dean of Support Services & Retention

## **Outcome 2.3**

Enhance the student experience.

### **Strategy 2.3.1**

Implement the IMAGINE Strategies: Complete the implementation and subsequent evaluation of the IMAGINE strategies to reduce barriers and increase goal attainment for students.

Key Performance Indicator: Improvement in Student Success Metrics (i.e., retention, graduation rates, etc.)

Assigned to: Year 3; President, The IMAGINE Steering Committee, & All College

### **Strategy 2.3.2**

Evaluate Academic Advising and Student Support: Measure the effectiveness for personalized and holistic academic advising and wrap-around support services to help students stay on track, overcome challenges, and achieve their goals. Establish a retention baseline and plan for addressing improvements/growth based on baseline data.

Key Performance Indicator: Graduating Student Survey for satisfaction with advising and support services, and improvement in student retention and goal attainment rates.

Assigned to: Year 1; President, Vice President of Student Learning, Engagement, & Success, and Dean of Support Services & Retention

### **Strategy 2.3.3**

Centralize Student Support Services: Create the Ranger Achievement Center/One-Stop.

Key Performance Indicator: Completion of Ranger Achievement Center/One-Stop Establishment

Assigned to: Year 3; President, Vice President of Student Learning, Engagement, & Success, Vice President of Administrative Services, Dean of Support Services & Retention, and Executive Director of the Kilgore College Foundation and Community Relations

**Strategy 2.3.4**

Evaluate Student Activities: Launch and evaluate student activities based on student input. Support existing student organizations such as PTK and other student organizations. Re-establish SGA... maybe in recruiting and retention

Key Performance Indicator: Student Satisfaction with available extracurricular activities

Assigned to: Year 1; President, Vice President of Student Life & College Affairs, and Club and Organization Sponsor

**Strategy 2.3.5**

Implement a Cheerleading squad for Fall 2025.

Key Performance Indicator: Existence of a Cheerleading Squad

Assigned to: Year 1; President, Vice President of Student Life & College Affairs, and Athletic Director

**Strategy 2.3.6**

Expand the College's Band and Music activities.

Key Performance Indicator: Increase the number of students participating in band and music activities.

Assigned to: Year 1, 2, & 3; President, Vice President of Student Learning, Engagement, & Success, Dean of Arts and Sciences, and Music Faculty Members

## **GOAL 3**

### **Support Employer Workforce Needs in Upper East Texas**

#### **Outcome 3.1**

Deepen employer partnerships through paid apprenticeship programs.

##### **Strategy 3.1.1**

Scalable Apprenticeship Programs: Expand apprenticeship programs by partnering with more employers across various industries. Offer flexible apprenticeship models that cater to both traditional and non-traditional learners, promoting on-the-job training and skill development. Seek grant opportunities for funding.

Key Performance Indicator: (a) Number of new employer partnerships for apprenticeships: Track the increase in the number of employers collaborating with Kilgore College for paid apprenticeship programs each year; (b) Amount of grant funding secured for apprenticeships: Monitor the amount of external funding obtained to support and expand apprenticeship programs, demonstrating resourcefulness and sustainability; (c) Flexible apprenticeship programs and participants: Diversify apprenticeship programs to cater to diverse student populations and industry.

Assigned to: Year 2; President, Vice President of Student Learning, Engagement, & Success, and Instructional Deans

#### **Outcome 3.2**

Implement a system to measure employer satisfaction and gather feedback on the effectiveness of programs.

##### **Strategy 3.2.1**

Regular Surveys: Conduct annual or biannual surveys to gauge employer satisfaction with graduates, program relevance, and overall partnership experience. Use a mix of quantitative and qualitative questions to collect comprehensive feedback. Ask about their current workforce challenges, future talent needs, and desired skillsets in potential hires.

Key Performance Indicator: Develop and implement an “Employer Satisfaction Survey” to measure overall employer satisfaction with graduates, program relevance, and partnership experience.

Assigned to: Year 1; President, Vice President of Student Learning, Engagement, & Success, Chief Information Officer/Executive Dean, Executive Dean of Professional and Career Education, and Instructional Deans

##### **Strategy 3.2.2**

Create an employee pipeline by connecting graduating students with employers by creating job boards/fairs with Upper East Texas industry.

Key Performance Indicator: Number of employers participating in job boards/fairs: Track the number of employers actively engaged in the College’s job boards and/or career fairs.

Assigned to: Year 1; President, Vice President of Student Learning, Engagement, & Success, Instructional Deans, Career Services, and Program Faculty

### **Strategy 3.2.3**

**Alumni Tracking:** Track the skill utilization of alumni to assess the long-term impact of Kilgore College programs.

Key Performance Indicator: Skill utilization rate: Assess the percentage of alumni who report using the skills they learned at Kilgore College in their current jobs.

Assigned to: Year 1; President, Vice President of Student Learning, Engagement, & Success, Chief Information Officer/Executive Dean, Instructional Deans, Department Heads, and Faculty

## **Outcome 3.3**

Proactively reach out to employers to identify workforce needs and customize programs accordingly.

### **Strategy 3.3.1**

**Labor Market Analysis:** Conduct regular labor market analyses for Upper East Texas to identify emerging trends, in-demand skills, and potential workforce gaps. Use this data to inform program development, curriculum design, and ROI for students.

Key Performance Indicator: Number of labor market analyses conducted: Track the frequency of labor market analyses to ensure Kilgore College remains current on workforce trends.

Assigned to: Year 1; President, Vice President of Student Learning, Engagement, & Success, Chief Information Officer/Executive Dean, and Instructional Deans

### **Strategy 3.3.2**

**Expand Customized and Short-Term Training Solutions:** Based on employer feedback and labor market insights, develop customized training programs that address specific workforce needs. Offer flexible scheduling, modular courses, and industry-recognized certifications to attract a wider range of learners.

Key Performance Indicator: Enrollment in customized and short-term training programs: Track the number of students or employees participating in flexible training options.

Assigned to: Year 1; President and Executive Dean of Professional and Career Education



## **GOAL 4**

### **Empower Employees to Grow and Thrive Through Training and Development for a Collaborative Culture**

#### **Outcome 4.1**

Invest in professional development, retention, and upward mobility/career advancement.

##### **Strategy 4.1.1**

Implement a management training program to train existing supervisors/managers and provide professional development for future leaders.

Key Performance Indicator: Performance Improvement: Measure any observable improvements in managerial skills and leadership capabilities following the training. This could include feedback from direct reports or self-assessments.

Assigned to: Year 1; President, Director of Human Resources, and College Leadership

##### **Strategy 4.1.2**

Identify the preferred professional development through interactions with employees and their first line supervisor and offer the preferred professional development to employees.

Key Performance Indicator: (a) Employee Satisfaction with Professional Development Opportunities: Conduct surveys to gauge employee satisfaction with the relevance and quality of the professional development offerings; (b) Skills and Knowledge Acquisition: Assess the acquisition of new skills or knowledge by employees through post-training assessments or self-reported data.

Assigned to: Year 1; President, Director of Human Resources, and College Employees

##### **Strategy 4.1.3**

Evaluate existing onboarding processes, create a College-Wide onboarding experience and a departmental specific training. Establish a feedback and review process for continuous improvement.

Key Performance Indicator: (a) New Hire Satisfaction with Onboarding: Collect feedback from new hires regarding their onboarding experience, including the clarity of information, support provided, and overall effectiveness; (b) New Hire Retention Rate: Track the percentage of new hires who remain with the college after a specified period (e.g., one year). A higher retention rate suggests a successful onboarding and integration process.

Assigned to: Year 1 College Wide, Year 2 Departmental; President, Director of Human Resources, and College Employees

##### **Strategy 4.1.4**

Continue the ongoing review of compensation and benefit packages to ensure they attract and retain top talent.

Key Performance Indicator: Salary Competitiveness: Benchmark salaries against similar positions in the market to ensure they are competitive and attractive to top talent.

Assigned to: Years 1, 2, & 3; President, Director of Human Resources, Vice President of Administrative Services, and College Employees

## **Outcome 4.2**

Continuous Learning Culture: Foster a culture of continuous learning by encouraging employees to pursue professional development opportunities, attend industry events, and share knowledge with colleagues.

### **Strategy 4.2.1**

Employee Annual Review: Work with employees to create personalized development plans that align with their career goals and aspirations. Offer a variety of training options, such as online courses, workshops, conferences, and job shadowing opportunities. Revise EPA to accommodate the PDP.

Key Performance Indicator: Skill development and application: Assess the acquisition and application of new skills or knowledge by employees through self-assessments, performance reviews, or supervisor feedback.

Assigned to: Year 2; President and Director of Human Resources

### **Strategy 4.2.2**

Develop and implement Promotion in Rank for staff.

Key Performance Indicator: Promotion in Rank policy development and implementation timeline: Monitor the progress of developing and implementing the Promotion in Rank policy, ensuring it is completed within the specified timeframe.

Assigned to: Year 1 Development, Year 2 Implementation; President, Director of Human Resources, and Vice President of Administrative Services.

## **Outcome 4.3**

Retention Interviews

### **Strategy 4.3.1**

Retention/Stay Interviews: Conduct stay interviews with current employees to gauge their satisfaction, identify potential concerns, and address any issues before they escalate.

Key Performance Indicator: Employee perception of action taken: Gather feedback from employees on whether they feel their concerns are being heard and addressed by management based on interview insights.

Assigned to: Year 1; President and Director of Human Resources

**Strategy 4.3.2**

Develop Actionable Insights: Analyze the data collected from exit interviews to identify trends, address underlying issues, and implement changes that can improve employee retention.

Key Performance Indicator: Employee perception of action taken: Gather feedback from employees on whether they feel their concerns are being heard and addressed by management based on interview insights.

Assigned to: Year 2; President and Director of Human Resources

**Outcome 4.4**

Promote a Vibrant Human Resource Office

**Strategy 4.4.1**

Move away from a transactional culture towards performance management through tools, digital resources, and human capital.

Key Performance Indicator: Performance-Based Recognition Rate: Measure the percentage of employee recognition and rewards that are directly tied to performance achievements, as opposed to non-performance factors.

Assigned to: Year 3; President and Director of Human Resources

## **GOAL 5**

### **Enhance and Grow the Perception of the College's Value**

#### **Outcome 5.1**

Continue to upgrade and modernize campus infrastructure and facilities.

##### **Strategy 5.1.1**

Upgrade and renovate the Dodson Auditorium.

Key Performance Indicator: Project Completion Date: Track the progress of the renovation project against the planned timeline.

Assigned to: Years 1, 2; President and Executive Vice President of Internal Collaboration & Strategic Objectives

##### **Strategy 5.1.2**

Technology Integration: Upgrade campus infrastructure to support modern technology needs. This includes high-speed Wi-Fi, audiovisual equipment in classrooms, and smart building systems that optimize energy use and enhance security.

Key Performance Indicator: (a) Wi-Fi Coverage and Speed: Measure the percentage of campus areas with reliable Wi-Fi coverage and the average internet speed; (b) Audiovisual Equipment Functionality: Track the percentage of classrooms equipped with functional and up-to-date audiovisual equipment; (c) Energy Efficiency: Monitor energy consumption data to assess the impact of smart building systems on energy use and cost savings; (d) User Satisfaction with Technology: Conduct surveys to gauge user satisfaction with the availability and performance of campus technology infrastructure.

Assigned to: Years 1, 2, & 3; President, Chief Information Officer/Executive Dean, Dean of Information and Instructional Technology, and Information Technology

#### **Outcome 5.2**

Implement a comprehensive marketing and communications strategy to highlight student, faculty, and staff successes and achievements.

##### **Strategy 5.2.1**

Storytelling: Develop compelling stories that showcase the achievements of students, faculty, and staff. Use various platforms like the college website, social media, newsletters, and local media to share these stories and create a positive image of the college.

Key Performance Indicator: (a) Social Media Engagement: Monitor metrics such as likes, shares, comments, and reach on social media posts related to these stories; (b) Media Coverage: Track the number of times the college is featured in local media outlets due to these stories.

Assigned to: Year 1; President and Executive Vice President of Internal Collaboration & Strategic Objectives

### **Strategy 5.2.2**

**Targeted Campaigns:** Create targeted marketing campaigns that highlight specific programs, events, or initiatives. Use data-driven insights to identify the most effective channels and messages for reaching different audiences.

Key Performance Indicator: **Conversion Rate:** Track the percentage of people who take a desired action (e.g., inquire about a program, register for an event) after being exposed to a campaign.

Assigned to: Year 1; President and Executive Vice President of Internal Collaboration & Strategic Objectives

### **Strategy 5.2.3**

**Brand Consistency:** Ensure that all marketing and communication materials align with the college's brand identity and messaging. Use consistent visuals, tone of voice, and key messages to reinforce the college's unique value proposition.

Key Performance Indicator: (a) **Brand Audit:** Conduct regular brand audits to assess the consistency of visuals, tone of voice, and messaging across all marketing and communication materials; (b) **Stakeholder Perception:** Gather feedback from stakeholders on their perception of the college's brand identity and messaging.

Assigned to: Year 1; President and Executive Vice President of Internal Collaboration & Strategic Objectives

## **Outcome 5.3**

Strengthen alumni relations and engage alumni as ambassadors for the college. Years 1, 2; President, Executive Director of Foundation & Community Relations, Liaison for the Kilgore College Foundation, and Kilgore College Foundation Board

### **Strategy 5.3.1**

**Alumni Engagement Programs:** Organize regular events like alumni reunions, networking mixers to foster connections among alumni and with the college.

Key Performance Indicator: **Alumni Event Attendance:** Track the number of alumni attending events such as reunions and networking mixers.

Assigned to: Years 1, 2; President, Executive Director of Foundation & Community Relations, Marketing, and Liaison for the Kilgore College Foundation

### **Strategy 5.3.2**

**Alumni Communication Channels:** Establish effective communication channels to keep alumni informed about college news, events, and achievements. Use email newsletters and social media to share relevant content and updates.

Key Performance Indicator: **Social Media Engagement:** Monitor the level of engagement (likes, comments, shares) within alumni social media groups.

Assigned to: Years 1, 2; President, Executive Director of Foundation & Community Relations, Marketing, and Liaison for the Kilgore College Foundation

**Strategy 5.3.3**

Highlight alumni accomplishments and successes to inspire current students and foster a sense of pride among the alumni community through awards and social media highlights.

Key Performance Indicator: Number of Alumni Recognized: Track the number of alumni receiving awards, scholarships, or other forms of recognition.

Assigned to: Years 1, 2; President, Executive Director of Foundation & Community Relations, Marketing, Liaison for the Kilgore College Foundation, and Scholarship Liaison

**Outcome 5.4**

Community Communication and Collaborations

**Strategy 5.4.1**

Continue Semi-Annual Board Listening Sessions.

Key Performance Indicator: (a) Attendance at Board Listening Sessions: Track the number of board members and community stakeholders attending these sessions; (b) Feedback Collected: Monitor the number and nature of feedback and suggestions received during these sessions.

Assigned to: Years 1, 2, 3; President, Chief Information Officer/Executive Dean, and Strategic Leadership Team

**Strategy 5.4.2**

Forge strategic partnerships with local businesses, organizations, and government agencies. Collaborate on projects that benefit both the college and the community, such as internships, service-learning programs, and workforce development initiatives (Trunk or Treat, TSF, Mobile Mammogram, Rotary Shoe Giveaway, Boomtown Bash, Pickle Ball Clinics, etc.).

Key Performance Indicator: Number of Collaborative Projects: Monitor the number of projects successfully completed in collaboration with community partners.

Assigned to: Years 1, 2, 3; President, Strategic Leadership Team, and College

**Strategy 5.4.3**

Establish and maintain open communication channels (both internal and external) through Community webpage, social media, monthly news and updates (Facebook, et cetera) with spotlights for faculty and staff.

Key Performance Indicator: (a) Social Media Reach and Engagement: Track the reach and engagement metrics (followers, likes, comments, shares) on the college's social media platforms; (b) Website Traffic: Monitor the number of visitors to the college website and the pages they access.

Assigned to: Years 1, 2, 3; President, Executive Director of Foundation & Community Relations, Marketing, and Director of Communications and Public Relations