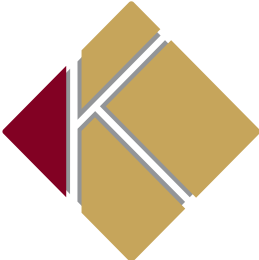


Strategic Plan 3.0

2023 - 2026



KLAMATH
Community College

A Message from the President

Doing the right thing for the right reason is very important to everyone at Klamath Community College. We are committed to improving the wellbeing of the people, communities, businesses and organizations in the regions we serve. To thrive, all parts of our community must prosper together.

Your success, is our success.

As one of the most senior presidents in Oregon’s higher education system, I know and understand the value of long-term goals and a clear vision. Helping communities and individuals prosper doesn’t happen by accident. It takes all of us working together.

At KCC, we actively seek to develop projects and programs that will help individuals attain good, well-paying middle-class careers. Creating and launching these kinds of projects takes time and careful planning.

Our responsive, forward-looking planning and our strategic funding, are together investments in our region’s future. They are part of our DNA. Some might say “community colleges don’t do that.” Our answer, is, “we do.” Whatever it takes to improve people’s lives, we will take on the challenge.

At the center of our decision-making process are people and their success.

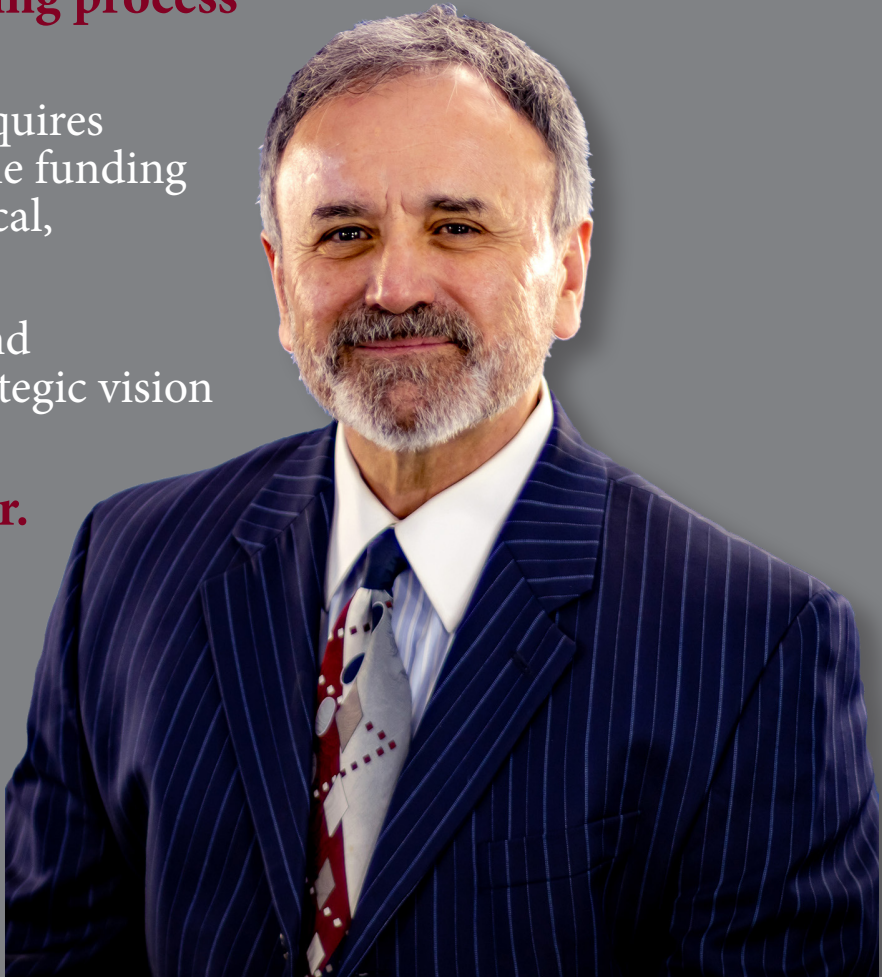
To invest in the future of our region, requires innovative thinking, identifying multiple funding streams, involving partnerships with local, regional, and national agencies.

Please join me in thanking all people and organizations who helped craft this strategic vision of KCC’s future.

Our future has never been brighter.



Dr. Roberto Gutierrez



Past Strategic Successes

Strategic Plan Successful Results

STRATEGIC PLAN 1.0 — 2014 - 2017

The projects KCC departments took on as part of Strategic Plan 1.0 increased the number of degrees and certificates by 29% and the number of awards granted to students by 74%

The largest growth in opportunities were in career-technical options. Diesel technology, for instance, grew by 244%.

Courses serving Military students, grew by over 700%.

New projects resulted in 6 fully online degree programs.



PLAN 2.0 — 2018 - 2021

The projects KCC departments took on as part of Strategic Plan 2.0 led to the creation of the Work Skills Technology Center.

This building houses new Computer Engineering, Cybersecurity, and K-CET Adult Education/GED programs.

In our new Commercial Driving program, 90% of graduates were driving professionally.



STRATEGIC PLAN 3.0

Even as we begin Strategic Plan 3.0, KCC is launching three new projects that will have significant impact on employability and prosperity in the region.

These strategic investments have been years in the making. These are a school of Cosmetology, an apprenticeship training center, and a first-phase Child Care collaboration facility.

Why Strategic Planning Matters

WHAT IS “STRATEGIC” PLANNING?

Planning with a strategy is different than yearly goal setting. By engaging in a strategy that directs college resources and energy towards growth and improvement, the college leadership actively seeks to develop and fund that help departments to thrive, students to succeed, and the community as a whole to prosper in the long run.

WHAT DOES KCC DO TO BE STRATEGIC IN ITS PLANNING?

Gather many perspectives: Once every three years, we ask for input from multiple stakeholders – people, organizations, and businesses that are a cross-section of the regions we serve.

Develop a vision: Based on input, each of our departments formulate a vision and a multi-year plan for growth and change. KCC Administration also develops projects that bring together partnerships at the state and national levels. The Strategic Plan wraps all these together.

Budget funds for innovation: The annual budget process actively seeks to fund the plans, projects and technologies that demonstrate potential for having a positive effect.



Thanks to these Organizations for Their Part in Strategic Planning

- Amerititle
- Cascade Comprehensive Care
- City of Klamath Falls
- Coldwell Banker
- Holman Premier Realty
- East Cascades Workforce Development Board
- Entek – Lebanon
- Klamath County Fire District #1
- HP - Corvallis
- Indiana Air National Guard – 122nd Fighter Wing
- Isler Group
- Joint Base Strategic Air Command – Lackland TX
- Klamath Falls City Schools District
- Klamath County Commissioners
- Klamath County School District
- Klamath Tribes
- Klamath Union High School
- Lake County Commissioners
- Lake County Resources Initiative
- Lake District Hospital
- Bechdolt Forestry Consulting
- North Lake School District
- Oregon Department of Forestry Wildland Fire
- Oregon Air National Guard - 142nd Fighter Wing
- Oregon Air National Guard -173rd Fighter Wing
- Oregon Higher Education Coordinating Commission
- Oregon Institute of Technology
- Premier Dental
- Running Y Ranch Resort
- Sky Lakes Medical Center
- Viowiss Industries

INITIATIVE ONE



Strategic Initiative 1 Student Success

KCC will adapt or develop services, practices and technologies to provide an inclusive, engaging and supportive college experience to promote student success and completion.

WHAT WILL WE DO?

The college will be watchful for and willing to strategically invest in opportunities, technologies, organizational changes, crucial support services and projects that are likely to have a meaningful impact on student success. All levels of the college are actively involved in student success.

STRATEGIC OBJECTIVES

- **Executive level plans** will seek innovative growth opportunities for the college, creating new paths for students directly from KCC to good-paying, quality jobs and careers.
- **Administration level plans** will seek to improve career planning and ease of access to all student support services.
- **Academic program plans** will seek to adapt existing programs or services to improve student retention and completion of certificates and degrees
- **Pre-collegiate services plans** will seek to connect students from underserved populations to post-secondary education and trainings for current job market needs.
- **Career and workforce plans** will seek to craft trainings and apprenticeship opportunities that directly serve immediate statewide and nationwide labor shortages.



KEY METRICS

- Retention and pass rates
- Degree and certificate completion
- Pre-collegiate completion and transfer rates
- Career Services Center data
- Federal labor market analyses

INITIATIVE TWO



Strategic Initiative 2 Future Focused Education and Services

KCC will offer a portfolio of adaptive, innovative, and accessible education and training programs.

WHAT WILL WE DO?

The college will be watchful for and willing to invest in innovative instructional technologies, rapid-response projects, and new courses or degrees that are likely to adapt well to future regional and national job market changes.

STRATEGIC OBJECTIVES

- **Executive level plans** will seek regional, national, and international growth opportunities for the college.
- **Administration level plans** will seek to develop supports for regional, national and international growth.
- **Academic program plans** will identify programs to adapt or develop for new academic and workforce programs, especially in regional and national job markets.
- **Pre-Collegiate Services plans** will seek to connect students from underserved populations with trainings for emerging regional and national job market needs or related academic programs.
- **Career and Workforce plans** will seek to craft trainings and apprenticeship opportunities that directly serve emerging statewide and nationwide job market needs.



KEY METRICS

- New or modified courses, programs, or certificates of study
- Degree and program enrollment
- Underserved population enrollment

INITIATIVE THREE



Strategic Initiative 3 Organizational Viability

KCC will adapt or develop sustainable plans, services, practices and technologies to provide a secure, desirable, and inclusive working environment.

WHAT WILL WE DO?

KCC will be watchful for and willing to invest in opportunities, technologies, organizational changes and projects that are likely to have a meaningful impact on the college's equity, inclusiveness, and long-term organizational viability.

STRATEGIC OBJECTIVES

- **Executive level plans** will pay close attention to the college's workplace environment and long-term sustainability.
- **Administration level plans** will seek to increase staff retention and employee engagement, and highlight workplace safety for persons from all backgrounds.
- **Academic program plans** will analyze, adapt or adopt programs best suited to self-sustainability.
- **Pre-collegiate services plans** will seek to increase enrollment of underserved populations.
- **Career and workforce plans** will seek to develop self-sustainable programs and trainings which demonstrate ability to meet current and future regional and national labor market needs.



KEY METRICS

- Enrollment and full-time equivalency (FTE)
- Program viability studies
- Workplace environment and 360 reviews
- Underserved population enrollment
- Human Resources department metrics

INITIATIVE FOUR



Strategic Initiative 4 Community Engagement

KCC will improve and align its plans, communications and collaborative partnerships that advance community engagement, economic improvement, and workforce development.

WHAT WILL WE DO?

The college will be watchful for and willing to invest in opportunities and projects that are likely to have a meaningful impact on how the college interacts with local or regional partners, and improves the flow of information and communication.

STRATEGIC OBJECTIVES

- **Executive level plans** will pay close attention to local and regional economic indicators, seeking strategic opportunities at the local, state, and international levels to connect the college with agencies and resources that will help our whole community to thrive.
- **Administration level plans** will seek to improve public engagement with college events and services.
- **Academic program plans** will ensure degree programs obtain active participation from community organizations on Advisory Boards.



KEY METRICS

- Community engagement & participation analysis
- Program viability studies
- Accelerated Learning data
- Career Services Center data

INITIATIVE FIVE



Strategic Initiative 5 Advanced Planning

Recognizing that our students will be the flexible and mobile workforce of the future, KCC will adapt its planning and data analysis to be responsive to regional, national, and global changes.

WHAT WILL WE DO?

Using strategic networking to anticipate organizational change, the college will be watchful for and willing to invest in opportunities, technologies, organizational changes and projects that are likely to have a meaningful impact on the college's ability to participate in and train our students for a global arena.

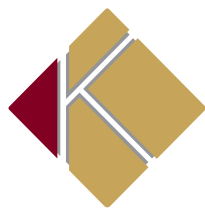
STRATEGIC OBJECTIVES

- **Executive level plans** will seek far-reaching programs, projects, and strategic partnerships that promote responsible stewardship of natural resources at local, regional, and international levels.
- **Administration level plans** will seek to improve student career planning.
- **Academic program plans** will seek to adapt or adopt programs and trainings that address emerging career skills and opportunities.



KEY METRICS

- Community engagement & participation analysis
- New or modified courses, programs, or certificates of study
- Career Services Center data



KLAMATH

Community College

