

KLAMATH
Community College



STRATEGIC PLAN 2.0
.....
REPORT
.....
TO THE COMMUNITY



Message From the President



Seven years ago Klamath Community College began its first comprehensive effort to create an institutional Strategic Plan to guide college advancement. Part of that effort was a commitment to seek input from the community and to report back KCC's results. In this Strategic Plan 2.0 Report to the Community, I am pleased to share with you some of the College's successes from our most recent planning cycle.

At KCC, we plan for the future by developing flexible, adaptable strategies that bring about the best results, even in uncertain times. The global COVID-19 pandemic forced colleges and universities around the world to close, or to reduce programs. We remained dedicated to serving students by meeting them where they are. To ensure students continued to have access to high

quality education and training, our campus is open, remains open, and never closed during the pandemic. Our strategic planning prepared us to survive – and thrive – in unprecedented and disruptive times.

We now find ourselves positioned to grow as a college in our innovative work. Because we had nimble, flexible strategies in place, we have been able to respond swiftly and effectively to the needs of our students. The result of institutional planning and preparation led to the highest enrollments in the history of the College. Even in times of pandemic, KCC prospered.

We continue daily to meet our mission of making a difference in the lives of those we serve by providing excellent and accessible educational programs and services, and our focus on student success and access drives us forward in ensuring that those who come through our open doors achieve their goals.

Before we move into our next cycle of strategizing and planning, Strategic Plan 3.0, we invite you to join us in celebrating the fruits of our efforts. Klamath Community College's impact now goes far beyond any geographic boundaries we might once have imagined. Doing the right thing for our community and region has resulted in great benefits. By persisting against great odds, KCC's programs have flourished even during the worldwide pandemic. In keeping our promises to the community, our students, no matter where they reside or whether they take classes on campus or online, are able to compete for jobs in a global, technologically advancing market.

It is the College's commitment to build on past success, be agile, innovative, and embrace challenges as opportunities to be future-focused, student-centered, and mission-driven. Strategic planning makes this possible.

A handwritten signature in black ink, reading "Roberto Gutierrez".

Dr. Roberto Gutierrez
Klamath Community College, President



We Are Here For You!

04

ACCELERATED LEARNING

KCC serves high school students across the state.

05

GED AND ADULT LEARNING

GED completion and adult learning improves quality of life.

06

GRANT FUNDING

KCC was awarded more than \$16 million in grants in the past three years.

07

CHANGED LIVES

Education increases opportunity and transforms lives.

08

HEALTH PROGRAMS

Strong healthcare partnerships are a foundation for student success.

09

HEALTH PROGRAMS CONTINUED

KCC healthcare graduates support community health.

10

SAFE, SUCCESSFUL, STRONG

KCC served students in-person, online, and remotely throughout the pandemic.

11

GOING THE DISTANCE

Providing more online options for students increase engagement across campus.

12

WORKFORCE TRAINING

KCC develops trainings based on community workforce needs.

13

HANDS-ON EXPERIENCE

Hands-on training provides real-world experience that prepares students for the workforce.

14

EDUCATING THE BASIN

KCC graduates give back to the community in a number of ways.

15

BETTER LIVES

KCC's strategies are aimed at increasing opportunity for students and graduates.

We Do the Right Thing

At KCC, we believe in doing the right thing. At the start, this approach may not be efficient or profitable, or even customary at other colleges. Our strategy is to flex and provide access even if it “just isn’t done that way” at other colleges – because we feel it’s the right thing to do.

ACCELERATED LEARNING

College is easily available to your students.

The data is clear: High school students who enroll in one or more college classes while still in high school will be more likely to graduate and more likely to go on to complete a college degree – and a better paying job resulting in a better quality of life. We call this program “Accelerated Learning.”

Our philosophy for the accelerated learning program is all about student success. We strive to offer unparalleled customer support to high school teachers, counselors, and students.

We have three options for high school students in accelerated learning:

- Enroll in “Dual Credit” and take an approved college class at the high school.
- Take a “College Now” class in person on KCC’s campus.
- Enroll in a “College Online High School” course, delivered online by KCC faculty.

Costs are low - or no-cost to the high school student. KCC does not recruit schools to participate in our accelerated learning program. As a result of our willingness to serve, attention to quality, and high level of support and service, high schools from a wide variety of locations have petitioned KCC for an accelerated learning agreement to serve the needs of their students.

KCC’S ACCELERATED LEARNING PARTNER SCHOOLS:

Participating high schools in 2020:

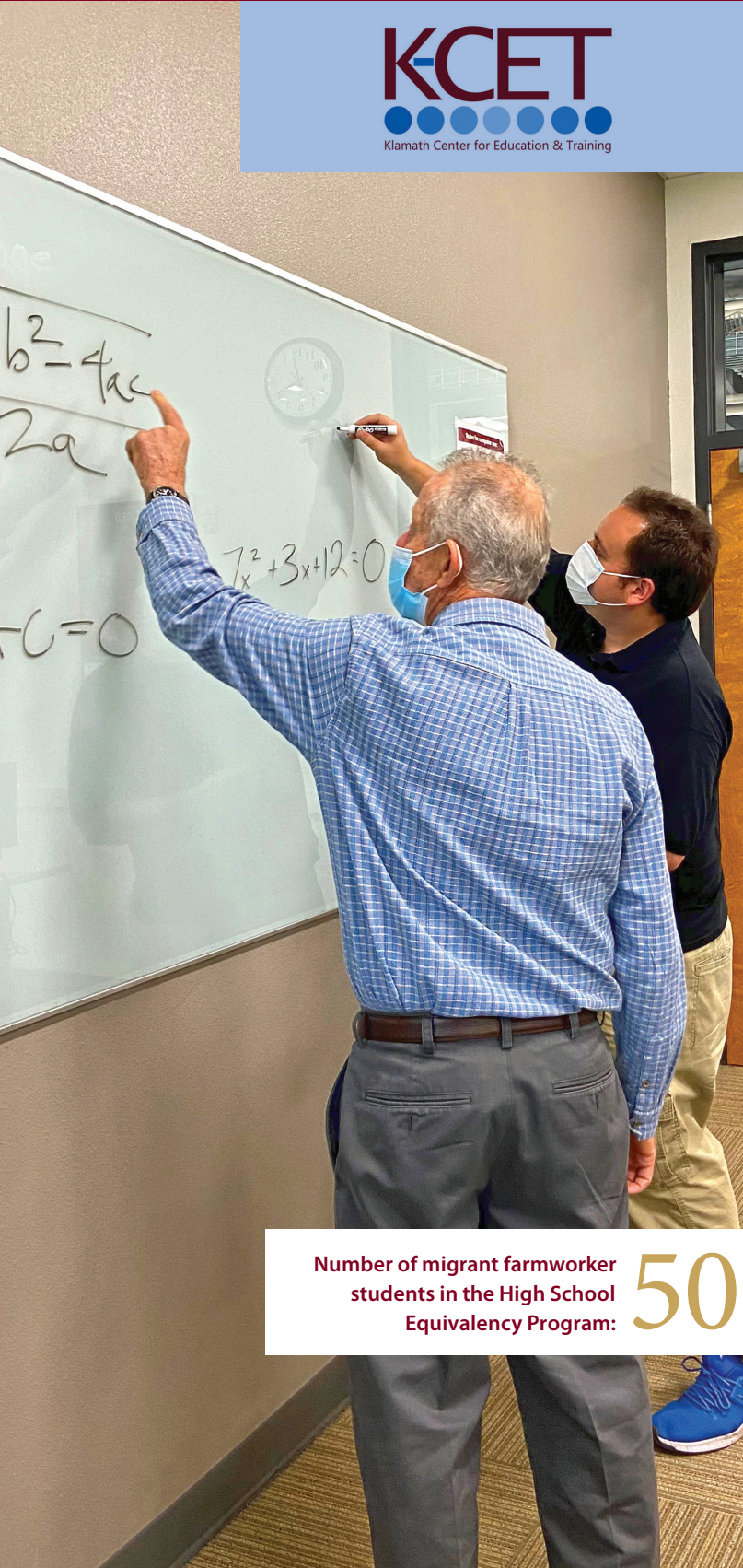
32

Participating students
in 2020:

1,145

“The dual credit partnership between KCC and the Klamath County School District has benefitted our students tremendously. It inspires them to continue their higher education and improve their futures.”
— Kathleen Todd, vice principal, Henley High School

We Do the Right Thing



Number of migrant farmworker students in the High School Equivalency Program:

50

GED / ADULT LEARNING

A better quality of life.

We believe when adult students who lack a high school diploma are treated with dignity, given hope, and are welcomed to a college campus they will be more likely to obtain a better quality of life. We also understand that across higher education nationwide, students without a high school diploma are made to feel like second-class citizens.

Our philosophy for our GED program is all about supporting the dignity and future hope of students who have not yet completed a high school diploma.

We have dedicated high-tech, high quality space on KCC's campus to this program. By welcoming individuals with a desire to better their lives, we offer hope and a vision of what completing a degree can do for them.

We have incurred costs to be sure, and the space could be used for other programs. But this is the right thing to do for our community.

As a result of doing the right thing, our GED program has prospered. Even during pandemic, KCC has achieved the highest level of enrollment in our history.

GED program growth:

2018-19 466

2019-20 487

2020-21 536

We Are Persistent

KCC is not just a college with a mission statement — we are on a mission to improve the quality of life in the communities we serve. This attitude calls for long hours of hard work and try, try, and try again if at first we don't succeed.

GRANT FUNDING

Supporting degree programs, supporting students.

KCC often has ambitions for new programs or new services to help our community. Funding from grants is how we get these projects off the ground. Grants may come from private charitable trusts, state agencies, or federal programs.

We count more than \$16 million in cumulative awards within the last three years, generating more than \$2 million in annual revenue that has helped thousands of students, and leveraged hundreds of thousands of dollars more in community investment in Klamath Falls and across the region.

It is a rare gift to be part of something “bigger” – in this case an organization dedicated to the betterment of others through education.



Top 5 Accomplishments:

1 Apprenticeship Center:

\$7.5 million from the U.S. Economic Development Association, Oregon Higher Education Coordinating Commission, Ford Family Foundation, Hull Foundation, and many others.

2 Student Scholarships:

\$6.5 million from the U.S. Department of Energy, Oregon Higher Education Coordinating Commission, Oregon Health Authority, and Ford Family Foundation.

3 Cybersecurity and Advanced Manufacturing Programs:

\$320,000 from the U.S. Department of Labor.

4 Student Technology:

\$3.7 million from the U.S. Higher Education Emergency Relief Fund and CARES Act.

5 Workforce Training Programs:

\$5 million from the U.S. Department of Labor, National Science Foundation, U.S. Department of Energy, and the State of Oregon.

We Are Persistent

CHANGED LIVES

Persistence at KCC has made all the difference.



DIESEL MECHANIC

I enrolled in the English as a Second Language classes at KCC to learn English. After attending ESL classes for about a year my instructor, Tessa Gutierrez, encouraged me to join the HEP program and get my GED. I felt like this was a great opportunity to finish my high school education.

Thanks to the HEP program who showed me the programs available at KCC, I was able to find one I'm truly passionate about: diesel technology.

Right now I'm still in school following my dream of becoming a certified diesel mechanic, and getting a diesel technology degree. Even though I'm in a great place right now, not everything has been easy. English is not my first language, so the classes are a little harder for me, but this doesn't discourage me. I've been attending classes for almost a year now and I think I've got the hang of things.

I'm very thankful Klamath Community College HEP program for giving me an opportunity, and encouraging me to further my education. I wouldn't be where I am if it wasn't for the HEP program.

— Manuel Lopez, diesel technology student



TEACHER

I was in the first cohort that went through the Klamath Community College/Southern Oregon University teacher education program. Without this program I am certain I would not be where I am today. My family has lived in the Basin my entire life. At the time I started the program I only had my mom and my siblings left. My mom's health was not the best so staying local was imperative. I didn't want to leave my siblings with the burden of a sick parent.

I no longer wanted to work long hours and make minimum wage; I wanted to make a difference in a child's life. So I took the leap and applied to the program. With my acceptance I became the first person in my family to attend a four-year college. I worked hard and was able to graduate with honors and with a position as a teacher for the Klamath County School District.

Without this program I would still be working menial jobs, but thankfully I am able to come to work every day and know that I am making some kind of difference. Thank you Klamath Community College and Southern Oregon University for giving me the chance to stay local and still achieve my lifelong dream of becoming a teacher.

— Katie Kohler, teacher, Klamath County School District

We Serve Our Community

KCC develops programs in response to community employment needs. Our nursing program provides intensive hands-on training so graduates can transition seamlessly into health-related fields, many right here in South Central Oregon.

HEALTH PROGRAMS

Our graduates are everywhere.

Have you received health care lately? Chances are you were cared for by a KCC health program graduate.

Our health programs include nursing, certified nursing assistant, emergency response, and health information management.

NURSING

Strong partnerships support success.

KCC's registered nursing program is one of only two registered nursing programs in the state, with 100% pass rates over the last three years. Not surprisingly, the program's job placement rate is also 100%.

We would like to recognize Lake District Hospital for its strong, unwavering support of KCC's nursing program.



WHERE THEY WORK – NURSING:

- Sky Lakes Medical Center
- Marquis Plum Ridge
- Pelican Point Assisted Living
- High Desert Hospice
- Lake District Hospital
- Asante Rogue Regional Medical Center

"KCC's nursing program allowed me to get a degree locally, with clinical and class opportunities in my community. The program has opened up many career avenues within the diverse nursing field. I was challenged every day to learn and grow in the program, and continue to grow each day as a nurse."

— Abbey Yates, Lake District Hospital

We Serve Our Community

WHERE THEY WORK – HEALTH INFORMATION MANAGEMENT

- Sky Lakes Medical Center
- Klamath Basin Behavioral Health
- Cascade Comprehensive Care
- Basin Billing
- Sky Lakes Cancer Treatment Center
- Innate Wellness
- Pine Tree Chiropractic
- Veterans Affairs, White City
- Various local physicians' offices



HEALTH INFORMATION

Successful students, good jobs.

Our graduates from the health information management (HIM) program are the “back room heroes” of healthcare. They collect, record, and analyze patient and clinical data. Students in this program earned a 100% certification pass rate in 2020.

CERTIFIED NURSING ASSISTANT

Serving with kindness.

Our graduates from the certified nursing assistant (CNA) program have one of the highest nursing assistant written exam pass rates in the state. Forty percent of this program's students are high school seniors who are immediately employable in healthcare upon graduation.



WHERE THEY WORK – CERTIFIED NURSING ASSISTANT

- Sky Lakes Medical Center
- Butte Valley Health Center
- Medical Clinic
- Marquis Plum Ridge
- High Desert Hospice
- New Horizons In-Home Care

VACCINE VOLUNTEERS

Supporting community health.

Nursing students from KCC volunteered their time and skills at the following COVID-19 vaccine clinics:

- Klamath Tribal Health
- Klamath Open Door Family Practice
- Klamath Falls Gospel Mission
- Many adult foster care homes

We Are Open for Business

SAFE, SUCCESSFUL, STRONG

Our culture of planning ahead helped the College stay open during the COVID-19 pandemic.

At KCC, we have a regular practice of planning for the future. KCC established a continuity committee early in the COVID-19 pandemic. Internally, KCC decided on a plan of action and quickly put procedures in place for the safety and well-being of students and employees.

When the Oregon Health Authority asked KCC to submit a formal plan to the state for approval, a majority of the procedures described in the formal plan had already been implemented. We had been very proactive, putting into action protections that exceeded state expectations. The formal plan was finalized with input from all parts of the college, including Human Resources and the Faculty Association.

As a result the College was able to stay safely open throughout the pandemic. Our faculty offered classes in multiple formats to serve students, whatever their comfort level. We continued to offer in-person labs, but also developed online labs for students unable to participate in person.



"KCC created a solid plan to ensure a safe environment on campus for students and staff." — Jennifer Little, director, Klamath County Public Health

We Are Open for Business

PHOTO

BETTER SERVICE THAN EVER

The pandemic had surprising results for Student Life.

Increased student participation:

In response to COVID-19, KCC's new student orientation was moved to Zoom and saw an increase of 28% in attendance rates. We found this change provided better service to new students living in areas other than Klamath Falls, including Lakeview, Christmas Valley, and Vancouver Wash. Understanding the benefit of this change, new student orientation will be held every term in person and on Zoom.

Food pantry:

During the pandemic, we increased the amount of food and hygiene products that went into students' pantry requests. We doubled up on toilet paper and other hygiene items and began including family meal kits that create larger meals.

Wellness activities:

In response to COVID-19, wellness exercise activities were moved to Zoom. As a result, we saw an increase in student participation.



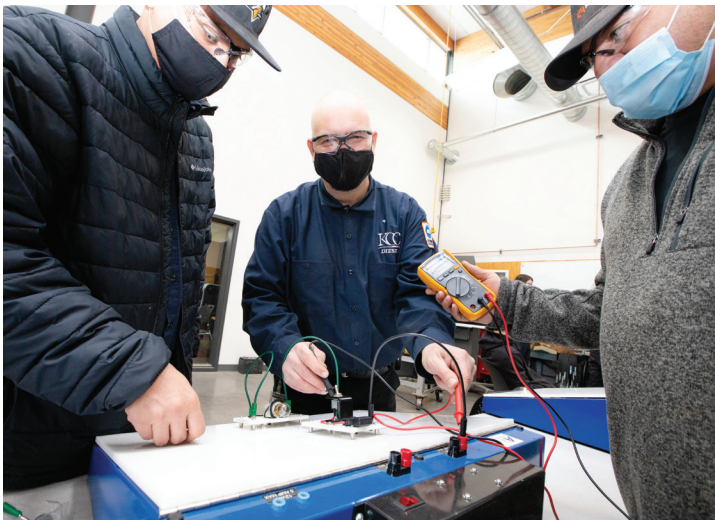
We Are Not Afraid to Shift Gears & Hit the Gas

At KCC, we believe in being flexible and planning proactively to changes in the community. If employers need trainings more quickly than a traditional academic program can give, we are quick to respond.

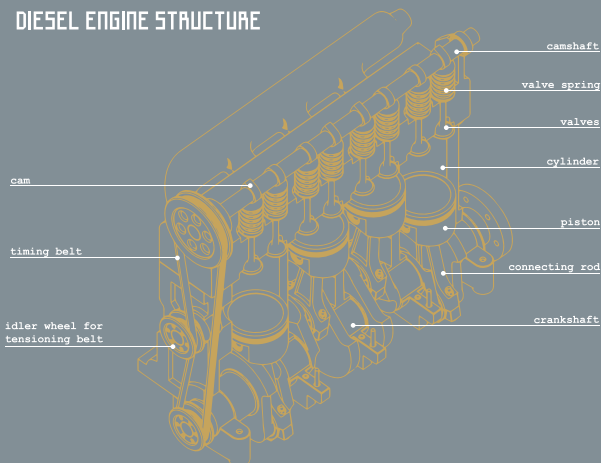
DIESEL Hired!

In 1996 we promised to carry on the tradition of transportation technology training in Klamath Falls. It has been a long road.

Today, 100% of our current diesel program students have obtained jobs in the industry, most even before they graduate.



DIESEL ENGINE STRUCTURE



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— Student, Professional

We Are Not Afraid to Shift Gears & Hit the Gas



CONSTRUCTION

Certified workers earn more.

After the 2008 housing crisis, KCC shifted from an academic construction management program to a workforce short-term construction training program. Today, skilled workers are needed more than ever in our community. Over 75% of students who have completed KCC trainings are employed in construction-related jobs.



COMMERCIAL DRIVER

Jobs in demand nationwide.

When we began offering commercial driver's license training, it was at a time when demand did not seem high and other colleges were looking to close out their programs. Today, our graduates enjoy one of the highest industry demands for drivers the country has ever seen. Over 90% of program graduates are currently working as drivers.

It pays to plan ahead. This program is in the right place at the right time.



CULINARY

Workforce skills training and certifications.

KCC has shifted away from an academic culinary institute style program, to workforce skills training and certifications. We are accelerating this just when the restaurant industry needs new, well-trained employees.

We Are Helping Future Generations

EDUCATION

Hired!

We never get tired of saying this. KCC's programs lead to good jobs and better quality of life.

If you have a child in Klamath County or city schools, likely your child has been served by a KCC graduate.

Students enroll in KCC's teacher education pathway program, then upon completion enroll at Southern Oregon University (SOU). The beauty of this program is because almost all SOU classes are taught at KCC by SOU-hired instructors, students don't have to relocate to complete! Students will get hands-on training one weekend a month in Ashland.

WHERE THEY WORK – EDUCATION:

- Bonanza Elementary
- Chiloquin Elementary
- Ferguson Elementary
- Keno Elementary
- Lost River Jr./Sr. High School
- Malin Elementary
- Mills Elementary
- Pelican Elementary
- Peterson Elementary
- Ponderosa Middle School
- Red Bluff, Calif.
- Roosevelt Elementary
- Shasta Elementary
- Susanville, Calif.



Ligia Johnson, fifth grade teacher, Chiloquin Elementary

"I am extremely grateful that KCC works so well with SOU! I was able to make my dream of becoming a teacher reality because of it. It was very important to me that I be as present as possible to my own children and family through this journey because time does not stand still. Having some teacher preparation courses offered here was the deciding factor when choosing a program to get my teaching license through SOU."

— Anne Hernandez, teacher, Malin Elementary, winner 2021 Crystal Apple Award.

We Are Helping Future Generations



KCC SERVES THOSE WHO SERVE – AIR NATIONAL GUARD AND AIR FORCE:

- Portland – 142nd Wing
- Kingsley - 173rd Fighter Wing
- Fresno – 144th Fighter Wing
- Lackland – 433rd Airlift Wing
- Reno – 152nd Airlift Wing

WHERE THEY WORK – ADVANCED MANUFACTURING:

- Columbia Forest Products
- Columbia River CASD
- Fremont Millwork
- Intelifab
- Jeld-Wen
- Neumann Manufacturing
- Sheldon's Machine Shop

WHERE KCC TRAINS LOCAL EMPLOYEES:

- Collins Products – Klamath Falls
- Collins Products – Lakeview
- Columbia Forest Products
- Jeld-Wen

At KCC, we believe in the value of higher education to improve quality of life. Our programs are designed with the purpose of better jobs, better pay, and better lives for our students. This strategy aims to improve the quality of life for many generations to come. When one family member is successful, they will pass on the belief and benefit of higher education to their children and grandchildren.

FAMILY LIVING WAGES

KCC works to improve employee pay.

Air Force:

KCC provides excellent quality of service to Air National Guard and active duty Air Force personnel. Promotions in all ranks are affected by both their military and civilian educational levels completed. Working toward or completing an associate degree gives Air Force personnel a competitive edge in achieving higher rank and higher pay.

Due to our proven track record in helping airmen advance in rank, the 142nd Wing in Portland has constructed an education center and asked KCC to provide academic advising and testing during drill weekends.

We work to bring new family-wage jobs to Klamath Falls.

Wilsonart:

KCC's manufacturing engineering technology program trains students for good-paying jobs. KCC provides a pipeline of skilled engineering technician graduates to help fill employers' needs. The program was instrumental in motivating Wilsonart, a global manufacturer and distributor of high-pressure laminates, to construct a manufacturing plant in Klamath Falls in 2021.

We help improve pay that supports families.

Local Industries:

When manufacturing employees receive additional training from KCC their wages increase significantly. In partnership with Collins Products, Lakeview, entry-level employees typically start at \$15 per hour; with KCC training this rises to \$20. With additional KCC training in machine maintenance and operation, pay increases rapidly.

