



STRATEGIC PLAN 4.0 2026-2029

Message from the President

This Strategic Plan describes what we call “The KCC Way.” This plan paves a way forward for the College’s identity of bold innovation, frequent pivots, and defiance of complacency. It is proactive, anticipatory, and even disruptive. While most colleges say they adapt and respond to changes, KCC is saying “We move first.”

College strategic plans often talk about the challenges facing higher education, the triple threats of reduced funding, rising AI, and falling enrollments. They list their lofty ambitions for meeting the needs of future generations and rising above challenges. Then, they go about their business as usual while their strategic plans languish on a shelf.

This strategic plan gets right to work.

This is our fourth iteration of strategic planning. In each of the four plans, we have invested in more people, new programs and new technologies. To us, any uncertainty in higher education represents an opportunity for growth.

In the coming years, with our growth mindset KCC will ensure our college remains nimble and innovative; our graduates are capable, confident professionals, and we all adapt and thrive in our complex, changing society.



KCC President Dr. Roberto Gutierrez

How to read this Strategic Plan

Strategic Plan 4.0 uses a Four-Square design.

There are **four Initiatives**, each containing

- **Four Strategies**
- **Four Key Trendlines**

Every innovation, opportunity analysis, budget proposal, or viability study will fit the parameters contained in one or more of the Initiatives and Strategies.

Progress and accomplishments, will be measured by one or more of the Trendlines.



Initiative 1

New Evolution of Student Success

Klamath Community College will re-engineer the student journey, eliminating bottlenecks and prioritizing the user experience from start to successful accomplishment.



Strategies

1.1 – Modernize Systems

Regularly review and update admissions, enrollment, advising and other student-centric systems to make their end-to-end experience intuitive and frustration-free.

1.2 - Deliver Better Support

Design and regularly analyze support for students, using both people and smart technology to offer students whatever help they need, wherever they are, whenever they need it, day or night.

1.3 - Develop Essential Work Skills

Ensure students and college employees alike are provided trainings in the leadership, professional, and people skills needed to thrive in changing work environments.

1.4 - Connect Education to Careers

Strengthen ties with local and national employers to help students move straight from graduation into living wage jobs.

Key Trendlines

Engagement and Conversion

Annual growth in prospective inquiries, applications, and conversion to successful enrollment.

Student Satisfaction

Increase in student satisfaction with enrollment processes measured by quarterly survey.

Comparative Success Rates

Improvement of retention and pass rates to measure the specific impact of modernized support services and automated interventions.

Outcome Progressions

Increase in degree and certificate completion alongside comprehensive student living wage employment measures.



Initiative 2

Human Resurgence & The Experiential Campus

Klamath Community College will selectively invest in the physical campus and in-person programs that prioritize human connection and practical skills.



Strategies

2.1 - Expand Hands-On Training

Ramp up newly launched programs that require physical presence; establish KCC as a statewide center of excellence by targeting unmet needs in labor markets.

2.2 -Create a Vibrant Campus Life

Selectively invest in housing, sports, or other campus facilities, building a vibrant residential community.

2.3 - Meet Upcoming Population Needs

Build signature programs that fill generational gaps in the local and regional population, such as eldercare, therapy, and wellbeing.

2.4 – Bring people to our community

Develop marketing strategies that will draw people to local and statewide communities for our programs and training.

Key Trendlines

On-Campus Trends

Year-over-year growth in on-campus enrollments, participation in collegiate athletics, and engagement in campus organizations.

Capacity Expansion Tracking

The growth of hands-on training capacities and programs that address regional and national unmet needs.

Physical Infrastructure Benchmarks

Increase enrollment of recently created programs.

Marketing Expansion Tracking

The growth of marketing strategies reaching out-of-state audiences paired with zip code analysis of enrollments.



Initiative 3

Advanced Technological Proficiency

Klamath Community College will equip the college community with the ethical, technological, and professional capabilities required to thrive in transformational and disrupted economic environments.



Where should we begin?

+ Discuss potential disruptions to this job market



Strategies

3.1 - Increase Technological Proficiency

Ensure all students and employees alike are incentivized to receive training in ethical, appropriate and professional use of evolving technologies.

3.2 – Anticipate Workforce Disruption

Regularly evaluate college programs for potential job market disruption, identifying rapid shifts in technology-based industries to ensure academic curriculum remains relevant and forward-looking.

3.3 - Expand Specialized Markets

Use deep research to identify and pivot toward national and international opportunities to train specialized workforces in areas not typically addressed by 2-year colleges.

3.4 – Optimize Institutional Operations

Utilize automated and predictive technologies to optimize institutional operating systems, facility efficiency, and fiscal viability.

Key Trendlines

Institutional Proficiency Data

Increase percentage of students and employees receiving training in the ethical, appropriate and professional use of AI and subsequent technologies.

Disruption Review Trends

Identify trends in departments reporting potential disruption, based on program reviews, viability studies and AI-driven analysis.

Budget proposals

Year-over-year trending number of unique and innovative proposals.

Facilities costs

Year-over-year reduction in facilities operating costs.



ETHICAL USE

Initiative 4

Strategic Reach

KCC will ensure institutional resilience by diversifying revenue, modernizing financial processes, and expanding the college's service footprint.

Strategies

4.1 - Find New Students and Markets

Expand the footprint of distance education methods and branding, paired with increasing contracts, collaborations, and hub models to pursue regional, national, and international opportunities for growth beyond our local area. This growth model will seek partners that typically do not collaborate with two-year colleges in their normal workflows or in areas that are unusual, unexpected of a two-year college. This strategy will also necessitate development of proficiency-based certification.

4.2 – Diversify Revenue

Explore alternative funding structures and income streams to support innovation and reduce reliance on traditional, financial models. This strategy will also necessitate development of new financial processing tools and procedures.

4.3 - Modernize How We Work

Analyze administrative structures, ensuring current and future viability so the institution can confidently pivot to meet emerging opportunities.

4.4 - Implement Transition Guidrails

Develop new employee transition policies, practices and procedures that maintain institutional innovation culture and preserve vital knowledge and institutional memory while keeping the college moving forward.

Key Trendlines

Global-to-Local Enrollment Ratio

A year-over-year trendline measuring the growth of global enrollments (international and out-of-state) relative to local enrollments.

Hub-Specific Growth Patterns

Enrollment and contract revenue growth within specialized regional, national, and international hubs, contracts, collaborations, and distance delivery.

Revenue Diversification

Fiscal analysis of increased shift toward alternative income streams and innovative financial processes.

Distance Education and Marketing Data

Growth of engagement and brand strength across national and international markets, paired with zip code enrollment data.





Strategic Projects Underway

Launched & Ramping up

Projects underway from KCC's previous Strategic Plan



Childcare Learning Center

Opened in 2027, this successful project launch is the result of a long strategic effort to find a collaborative partner for serving a regional need.

During the timeframe of Strategic Plan 4.0, the Childcare Learning Center and its associated Early Childhood Education training program will ramp up to full capacity.

Oregon Child Development Coalition (OCDC) is the partner that successfully piloted operating this much-needed program.

Cosmetology Center with Salon Management Program

In 2023, KCC acquired Cosmetology from a private college – a first ever higher education transaction in Oregon. Cosmetology has become KCC's fastest growing program.

Its twin program, a Bachelor's of Business Management/Salon Management strategically designed for future growth, was approved in 2026. These programs, pairing an on-campus Center with distance education in multiple formats, will ramp up during the timeframe of Strategic Plan 4.0.

Global Languages

Recognizing that English is the global language of business, KCC's Global Languages and International programs are together ramping up to meet the global demand for college classes delivered internationally.

Well Drilling

KCC has launched the only well-drilling training program in Oregon. It will ramp up during the timeframe of Strategic Plan 4.0, with plans to deliver training both in person and via distance education.



Making the Plan

How we developed a plan that is proactive, anticipatory, and even disruptive.

This is the “KCC Way.”

Looking Forward

At KCC, we recognize the value past strategic plans have brought to the growth and development of the College. They have served us well to this point. It is time now to accelerate towards and embrace new ways of doing business that many would consider fearful. Our new strategic plan must clearly guide the way forward.

Our Process

To develop our next plan, we conducted a deep analysis of trends in technology and society that will have an impact on higher education. We focused on thoughtful, forward-looking conversations about the future.

We engaged the entire college in this discussion. We talked in person with employees, department leaders, students, and the Board of Education to understand priorities, opportunities, and risks for the next 3–10 years.

From these conversations, we developed key questions and future visions for the College. These were shared in a series of focused industry-specific workshops with regional healthcare providers, K–12 schools across the state, business and industry leaders, public agencies, elected officials, and Oregon military bases.

We combined this community input with national research and analysis to identify common themes and emerging priorities. Strategic initiatives were then developed and refined through collaborative sessions with college leadership, the President, and the Board of Education.

“The KCC Way”

In the final stages, we evaluated all proposed initiatives through the lens of “the KCC Way,” ensuring that the plan paves a way forward for the College’s identity of bold innovation, frequent pivots, and defiance of complacency. It is proactive, anticipatory, and even disruptive. While most colleges say they adapt and respond to changes, KCC is saying “We move first.”

This inclusive and forward-looking process ensures our strategic plan will guide us in ways that are not common for 2-year colleges. It will shape every budget, encourage every innovation, and work hand-in-hand with every department in the college. Because this is what we do.

Thank You

We are extremely grateful for all who took time from their busy schedules, to help us see the way forward.

- Klamath County Schools
- Klamath City Schools
- Albany Schools
- Central Point Schools
- Charter Schools
- Sky Lakes Medical Center
- Lake County Hospital
- Klamath Basin Behavioral Health
- Klamath County Sheriff
- Klamath City Police
- Klamath County Fire District 1
- Keno Rural Fire Protection District
- 173rd Education team
- 142nd Education team
- Oregon State Senator Linthicum
- Oregon House Representatives Reschke and McIntire
- Klamath Falls city Mayor
- Klamath Falls city Manager
- Lithia corporation
- Lithia Klamath Falls dealership
- Wilsonart
- Running Y
- Millen Construction
- Oregon Higher Education Coordinating Commission





Klamath Community
College