Kankakee Community College
Supporting Student Success & Building Community
Strategic Plan FY 2014-18
Approved by the KCC Board of Trustees on July 8, 2013
December 2013
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A letter from the president

Dear Kankakee Community College Community:

The FY 2014-18 KCC Strategic Plan (‘Plan’) is the result of the extraordinary collaboration of our college and community. Collectively, we have created an inspirational and realistic plan to guide college priorities and initiatives over the coming five (5) years. A successful plan must be created from the “outside in” as well as the “inside out” and must harness as much collective skill, intelligence and hope for the future as possible. This is the only way to build a purposeful plan that matters.

In September, 2012, we formed the Strategic Planning Team, comprised of our existing Strategic Planning Oversight Committee (SPOC) and additional planners. The planning team conducted an extensive Environmental Scan that identified community-focused trends facing the region. We acquired direct community input through an extensive community opinion survey and a Community Leaders Forum with national, regional, and state-wide leaders where panel discussions defined how specific trends might impact KCC District 520 over the next five (5) years. To garner maximum internal input, the planning team worked with faculty, students, and staff to distill the Environmental Scan and the input from community leaders.

The heart of the plan lies in its five (5) strategic goals which demonstrate the spirit of community that is a KCC hallmark. By aligning our goals with our community’s needs, we have positioned ourselves to promote prosperity for our students and our region. Describing a shared vision was our first step. Now, it is time to wisely leverage the talents, skills and abilities of the faculty, staff, administrators and students to make the vision a reality.

Through the FY 2014-18 Strategic Plan approved by our Board of Trustees in July, 2013, we will provide high quality, relevant education and services to forge a future of continued success within and for our community.

Sincerely,

John Avendano, Ph.D.
President
Strategic Framework: *Reclaiming the American Dream*

“The American dream is at risk. Because a highly educated population is fundamental to economic growth and a vibrant democracy, community colleges can help reclaim that dream. But stepping up to this challenge will require dramatic redesign of these institutions, their mission, and, most critically, their students’ educational experiences.”


KCC’s strategic planning framework was designed to support a two-pronged, overarching focus on supporting (1) student success and (2) community prosperity. It is intentionally aligned to the American Association of Community College’s (AACC) 21st Century Commission on the Future of Community Colleges’ 2012 recommendations for reimagining the community college, known as “The Three Rs”:

1. Redesign students’ educational experiences;
2. Reinvent institutional roles; and
3. Reset the system.¹

Within the broader AACC 21st Century Commission framework of recommendations, KCC “drilled down” into three areas of focus most relevant to the college’s particular vision, opportunities, and priorities:

1. Increasing students’ readiness to undertake college-level work, for example:
   a. Expanding partnerships and alignment with the K-12 education system;
   b. Enhancing foundational and basic skill attainment; and
   c. Provide targeted interventions for at-risk students.

2. Improving completion rates in attainment of certification(s) or a diploma, for example:
   a. Improving student supports;
   b. Enhancing access and flexibility;
   c. Clarifying and streamlining educational and career pathways;
   d. Reducing achievement gaps among different student populations; and
   e. Accelerating certificate and degree attainment.

¹Included in the Appendix, or please visit http://www.aacc.nche.edu/21stCenturyReport to download the Commission’s full report.
3. Closing the skills gap in the community; that is, aligning graduates’ learning and credentials with industry and occupational demand, for example:
   a. Aligning programming and services to target industry and employer needs;
   b. Aligning educational output (number of students and credentials) to regional demand;
   c. Building coherent educational and career pathways in targeted industries; and
   d. Contextualizing learning.

Woven throughout all three elements of planning focus were themes related to KCC’s advocacy roles, accountability, and policies and investments.

Taken together, the three key framework elements – college readiness, college completion, and closing the skills gap – combined with the overarching themes of advocacy, accountability, and policy and investment, drove KCC’s strategic planning process, provided the structure for the March 2013 Leaders’ Forum, and will guide the college’s implementation of its new strategic plan.
Community Engagement

Like many community colleges around the country, Kankakee Community College (KCC) is operating in a rapidly-evolving, increasingly complex, and ever more challenging environment. Over the last several decades, we have seen massive shifts in the global economy; a growing transition toward knowledge- and service-based industry sectors; and increasing economic and workforce competition regionally, nationally, and internationally – placing new expectations and stresses on educational institutions, educators, and students. The recent economic recession (2007-2009), from which the U.S. is still struggling to recover, compounds these dynamics. At the same time, the nation’s community colleges have increasingly been called upon to “be all things to all people”: to provide the gateway to four-year degrees; to develop skilled workforces; and to serve increasing numbers of students and more diverse kinds of students, from recent high school graduates to mature workers re-training for new careers, and including increasing numbers of students that face English language barriers and are economically and/or educationally disadvantaged. Adding to the challenge, while demands upon educational institutions have been increasing, funding has remained stagnant or has decreased, requiring that community colleges pursue creative new approaches to partnership, collaboration, and resource-leveraging.

KCC chose to seize this opportunity as it began the process for developing the college’s new strategic plan, pursuing a fundamentally different approach that looked outside of the college’s walls to actively engage diverse stakeholders in the community – as well as internal college personnel and students – to provide input to strategic plan priorities and development. This planning approach was intentionally inclusive and transparent, market-focused, and data-driven, and was designed to engage internal and external college communities not just as stakeholders, but as true “stockholders” in KCC.

KCC’s new strategic plan was formed after months of dialogue with business, economic and community leaders, elected officials and local, state, and national policy experts and culminating in the Community Leaders Forum. Building on the themes from the Forum, the college brought faculty, staff, and students together to identify and shape KCC’s new directions. The broad, collaborative “stockholder” buy-in and resulting partnerships were critically important in launching KCC’s new student success agenda.
Strategic Planning Retreat panel “Improving College Readiness” (left to right): Dr. Linsey Cuti, KCC Faculty, Dr. Gregg Murphy, I-KAN Regional Superintendent, Dr. Ken Ender, President, Harper College and AACC representative, Greg Merrill, Principal, Kankakee High School, and Marty Felesena, Principal, Clifton Central High School
Supporting Student Success and Building Community: Three Strategic Directions

Completion
Increase degree completion and achievement rates of all students.

Alignment
Align graduates’ learning and credentials with industry and occupational demand, as well as emerging career opportunities, enabling students to succeed in a global economy.

Readiness
Increase students’ readiness to undertake college-level work with a focus on underperforming student groups.

FY 2014-18 Strategic Goals

Create a culture of completion
- Explore new scheduling and blended learning experiences.
- Strengthen guidance, advising, and master academic planning.
- Encourage career pathways.
- Model Complete College America’s best practice.

Promote an environment of excellence and innovation
- Establish and achieve exceptional scores in key performance benchmarks
- Encourage, acknowledge, and reward innovation aimed at our strategic goals, mission, and core values.

Develop career pathways in target industries
- Improve regular and sustained interaction with area employers in critical and high-demand sectors to better understand their needs and to create programs and occupational opportunities.
- Enhance workplace learning, contextualized learning, and “earn and learn” opportunities for students.

Take a convening leadership role to strengthen and sustain community partnerships
- Improve understanding of community challenges.
- Promote community prosperity.
- Increase engagement and partnership development with K-12 system, employers, and community partners.

Redesign college foundational coursework
- Redesign and rebuild remedial education.

*Please view full reference at [http://www.completecollege.org/]. Complete College America, established in 2009, is a national nonprofit with a single mission: to work with states to significantly increase the number of Americans with quality career certificates or college degrees and to close attainment gaps for traditionally underrepresented populations.*
Members of the Strategic Planning Team

Dr. John Avendano, President
John Bordeau, Professor, Technology Division
David Cagle, Director, Human Resources
Mendy Corbett, Professor, Radiography Program

Vicki Gardner, Vice President, Finance and Administration and Board Treasurer
Dr. Bert Jacobson, Dean, Environmental and Institutional Sustainability
Dr. Vicki Magee, Director, Institutional Research
Kelly Myers, Executive Director, KCC Foundation
Michael O’Connor, Director, Information Technology Services
Mary Posing, Assistant Dean, Continuing Education and Career Services
Monica Quinlan, Coordinator, Institutional Research
Dr. Sudipta Roy, Professor, Mathematics, Science & Engineering Division
Kari Sargeant, Director, Marketing and Public Relations
Cynthia Smith, Assistant Professor/Director, Medical Assistant
Dennis Sorensen, Vice President, Instructional and Student Success
Julia Waskosky, Dean, Student Development
Kankakee Community College Profile

KCC Mission
Enhancing quality of life through learning.

KCC Vision Statement
KCC is a flexible organization where teamwork is the expectation and student/client success the driving force. Our shared vision is to be a leader in creatively and rapidly responding to our community’s educational needs, emphasizing quality, affordability and effective partnerships.

Core Values
In fall 2008, KCC faculty and staff voted on the core values that best represent the college and describe how they expect themselves and others to behave, set standards, and drive the organization’s priorities. The following list emerged as our campus’ top 5 core values. The core values represent shared beliefs about the qualities that reflect KCC’s essential characteristics.

• Respect • Excellence • Learning • Integrity • Collaboration

Philosophy
KCC is dedicated to providing quality, comprehensive educational programs and services in a fiscally responsible manner. KCC offers a supportive environment for lifelong learning for the development of the individual and the community. KCC provides leadership in identifying the future educational needs of our district as related to the seven general educational and community service goals prescribed by the Illinois Community College Board and listed below:

• To provide pre-baccalaureate education consisting of liberal arts, sciences, and pre-professional courses designed to prepare students to transfer to four-year colleges and universities and/or designed to meet individual educational goals.

• To provide career education including occupational, vocational, technical and semi-technical training for employment, advancement, or career change, and in so doing meet individual, local and state workforce needs.

• To provide general studies including preparatory or developmental instruction, adult basic education, and general education designed to meet individual educational goals.

• To provide community education including non-credit, continuing education classes designed to meet individual educational goals.

• To provide public service activities of an educational nature, which may include workshops, seminars, forums, studies for cultural enrichment, community needs assessments and use of classroom space for seminars, meetings, etc.

• To provide student services which reflect the programmatic development of the institution including, but not limited to, admissions, counseling, testing, tutoring, placement and special assistance for educationally and economically disadvantaged students.

• To provide leadership for workforce training and work cooperatively with economic development agencies in the college district.
The college is dedicated to providing learning experiences for living as well as for earning, resulting in a comprehensive academic program designed to give students the personalized attention they need to lead fulfilling lives and have successful careers. Kankakee Community College continuously seeks, collects, and assembles information to aid in identifying District 520 educational needs and searches for ways and means to physically and financially provide programs which will address identified needs.

The college believes in general education as well as specialized studies. The purposes of general education courses in degree curricula are to assist students in becoming contributing members of society, to enhance career goals, and to provide appropriate backgrounds to baccalaureate-oriented students. Through completion of general education requirements, students are expected to synthesize, develop, and internalize personal values; increase awareness and develop a more global perspective of the human condition and one’s adaptation to the total human environment; strengthen basic skills in communications and computation; and integrate general and career specific learning.
KCC is governed by a seven-member, elected board of trustees which convenes monthly on the main campus at 100 College Drive, Kankakee. Most meetings are held on the second Monday of the month at 5 p.m. The board is responsible for establishing institutional policies, approving financial expenditures and appointing the college president.

Hugh Van Voorst of Union Hill, serves as board chairperson. He has been a board member since 1980. Jerald W. Hoekstra of St. Anne serves as the board’s vice chairperson. He has been a board member since 1991. Brad Hove of Bourbonnais serves as the board secretary. He has been a board member since 2006. Other board members, and the years they joined the board, are: Richard J. Frey of St. Anne, 2001; Patrick Martin of Manteno, 2005; Betty Meents of Watseka, 1976; and Todd Widholm of Clifton, 2010. Robert LaBeau of Kankakee serves as legal counsel.

Annually, the Student Advisory Council appoints a student representative to the Board to represent student interests.
The Kankakee Community College Foundation Board of Directors works to enhance the quality of life through learning. Members honor the college’s core values of collaboration, excellence, integrity, learning and respect as they provide council and assistance via strategic planning and fundraising.

Executive Committee
Steve Smith, Chairman, Dennis Hess, Vice Chairman, Maggie Frogge, Secretary, Mark Smith, Treasurer, Michael Lynch, Development Chair, Tim Geron, Kelly Myers, Executive Director

Members
John Avendano, Ph.D., KCC President, Jeff Bennett, Cathy Boicken, Joda Crabtree, Barbara Decker, Scott Franco, John Fulton, Jeff Hammes, Jerald Hoekstra, KCC board liaison, Brad Hove, David Jaffe, Michael Kick, Michael Lynch, Dr. Ivan Meyer, Tanya Stringer, Donald Wagner

Honorary Members
Glen Barmann, Dr. Stephen Burgner, Tom Dunn, Harry Fitzgerald, Merikay Gilmore, Dr. Valerie Goldfain, Jerry Huot, D. Ann Zeglis

Legal Counsel
Robert LaBeau
Appendix

I. Community Forum Attendees
   A. Keynote Address (via SKYPE) was presented by Dr. Walter Bumphus, President and CEO, American Association of Community Colleges, and Chair of the AACC’s 21st Century Commission on the Future of Community Colleges.

   B. List of Community Forum Day Panel Presenters

1. Increasing College Readiness
   • Dr. Linsey Cuti, KCC Faculty
   • Dr. Ken Ender, President, Harper College and AACC representative
   • Marty Felesena, Principal, Clifton Central High School
   • Greg Merrill, Principal, Kankakee High School
   • Dr. Gregg Murphy, I-KAN Regional Superintendent

2. Improving College Completion Rates
   • Dr. Lorenzo Baber, College of Education, University of Illinois
   • Dr. Harry Berman, Executive Director, Illinois Board of Higher Education
   • Dr. Christine Sobek, President, Waubonsee Community College
   • Ken West, KCC Faculty

3. Closing the Skills Gap
   • Phil Kambic, President, Riverside Medical Center
   • LaDonna Russell, Chairperson, Grundy Livingston Kankakee Workforce Investment Board
   • Leon Topalian, Vice President and General Manager, Nucor Steel
   • Byron Zuidema, Regional Administrator, U.S. Department of Labor-Employment & Training Administration, Region 5/Chicago
C. List of Community Forum Attendees and their affiliation with KCC

- **Area Employers:** Craig Blanchette (Aqua Illinois), Walter Casey (CSL Behring), Maggie Frogge (Riverside Healthcare), Turner Hun (Vision Energy), Peggy Hutnick (Nucor Steel), Amy LaFine (Presence Healthcare), Bev Lemenager (BASF), Ray Lovell (Shoup Manufacturing), Paige McGregor (BASF), Kevin Van Drunen (Van Drunen Farms)

- **Community Partners:** Donald Fay (Career Center Director), Larry Garcia (Pastor), Ken Munjoy (The Daily Journal), Michael O’Brien (Kankakee County Chamber), Theodis Pace (Director, NAACP), Ed Piatt (DCEO), Lupita Sorich (Hispanic Community Representative), Mike Van Mill (Economic Alliance of Kankakee)

- **Elected Officials:** Nina Epstein (Mayor, Kankakee)

- **K-12:** Mike Hogan (BBCHS superintendent), Brian Wright (BBCHS principal)

- **KCC Board Members:** Richard Frey, Jerald Hoekstra, Brad Hove, Pat Martin, Betty Meents, Hugh Van Voorst, Todd Widholm

- **KCC Foundation Board:** Mike Lynch, Mark Smith, Steve Smith

- **KCC Students:** Jonathan Cruz, Ned Frazier, Glenn Hancock, Brittany Meier, Amy Minas, Erik Morgan

- **KCC Faculty:** John Bordeau, Sheri Cagle, Paul Carlson, Steve DePasquale, Kim DeYoung, Kellee Hayes, Jennifer Huggins, Mark Lanting, Jessica Reardanz, Sudipta Roy

- **KCC Staff:** John Avendano, Liz Becvar, David Cagle, Oshunda Carpenter-Williams, Kendra DeMarah, Lindsey Fritz, Vicki Gardner, Josh Gregoire, Kim Harpin, Jamal Hawkins, David Hermann, Bert Jacobson, Todd Jenkins, Craig Keigher, Rob Kenney

II. Links

- **Environmental Scan**
  [http://www.kcc.edu/Community/Collegeinfo/oir/strategicplanning/Pages/default.aspx](http://www.kcc.edu/Community/Collegeinfo/oir/strategicplanning/Pages/default.aspx)

- **Strategic Planning Retreat Report**
  [http://www.kcc.edu/Community/Collegeinfo/oir/strategicplanning/Pages/default.aspx](http://www.kcc.edu/Community/Collegeinfo/oir/strategicplanning/Pages/default.aspx)

- **Reclaiming the American Dream: Community Colleges and the Nation’s Future**
  [http://www.kcc.edu/Community/Collegeinfo/oir/strategicplanning/Pages/default.aspx](http://www.kcc.edu/Community/Collegeinfo/oir/strategicplanning/Pages/default.aspx)