



## **Strategic Planning Bridge 2022-2023**

Due to the many restraints placed on the College by the Covid-19 Pandemic the last two years, and the impending retirement of the current President, it is the recommendation of the Administrative Team that a Strategic Planning Bridge (SPB) be adopted. This SPB will be based on the 2017-2022 Strategic Plan, and will address areas that have not been completely addressed, need additional attention, or have changed during the five-year implementation of the Strategic Plan. This SPB will be used as a guide for planning, budgeting, and goal setting for 2022-2023 and/or until the College and new president have the opportunity to develop a new strategic plan. Our continued overarching goal is to provide “Quality Education in a Caring Atmosphere”.

### **Goal # 1: Build and/or Renovate and Maintain Facilities to Deliver Academic Programs and Student Services in an Environment that is Welcoming, Safe, and Learning Centered.**

Objective: Make Decisions Regarding the Viability and Operation of the Burlingame Campus

Administrator Responsible: Interim Vice President for Academic Affairs

Suggested Strategies:

1. Evaluate revenue vs. expenses at the Burlingame Campus 2018-2022
2. Evaluate CLARUS research pertaining to the Burlingame Campus
3. Meet with Osage County USD Administrators to discuss situation and possibilities for USD partnerships (USD 454 Burlingame, USD 421 Lyndon, USD 456 Marais des Cygnes Valley, USD 420 Osage City, USD 434 Santa Fe Trail)
4. Meet with City of Burlingame and Osage County administrators and elected officials to look at funding and discuss options
5. Make decisions regarding the future of the Burlingame Campus by November 1, 2023 and each November thereafter

Objective: Investigate Opportunities in Topeka

Administrator Responsible: Interim Vice President for Academic Affairs

Suggested Strategies:

1. Pursue further discussions with Washburn University regarding “partnering” including academic programs, facilities, residence halls, and student services
2. Continue monitoring service area discussions closely, being in a position to move quickly in the event that Shawnee County is no longer in a designated service area for Washburn

Objective: Develop a Housing Plan

Administrator Responsible: Vice President for Student Affairs/President

Suggested Strategies:

1. Investigate purchase of Parkford Apartments

2. Investigate replacement or renovation of Horton Hall
3. Investigate replacement or renovation of Winter Hall

Objective: Campus Improvements

Administrator Responsible: President

Suggested Strategies:

1. Investigate renovation of Administrative area and campus offices
2. Investigate removing and replacing glass walls and doorways
3. Continue planning for financing and construction of a new Activities Building
4. Investigate development of an outdoor facility for Agriculture and Biology

## **Goal # 2: Sustain Enrollment through Admissions, Retention, and Completion**

Objective: Increase Enrollment

Administrator Responsible: Vice President for Student Affairs

Suggested Strategies:

1. Use CLARUS data and strategies to increase enrollment online, on site, and in secondary schools served.
2. Investigate development of a child care center and funding alternatives needed to sustain it. Facility would provide services to employees, students, and the community. Get financial commitment from the City and County
3. Investigate additions in personnel and services to accommodate continued growth in the number of international students
4. Continue to grow enrollment through providing dual credit and concurrent enrollment opportunities for secondary students
5. Improve diversity through recruitment of students attending diverse high schools and international students
6. Continue to support the Diversity, Equity, and Inclusion Committee and their efforts to educate employees, students, and the community.
7. Continue to work with St. Luke's Hospital , the Southeast Kansas Mental Health Center, Community Health Center, online mental health service, and other agencies and services to promote physical and mental health for our employees and students

## **Goal # 3: Develop Academic Programs through Forward Thinking Processes**

Objective: Maintain/Enhance Online Presence

Administrator Responsible: Dean for Academic Affairs-Online

Suggested Strategies:

1. Expand marketing online programs to students outside service area and/or state
2. Continue to expand program offerings in the online format
3. Continue to develop new programs using the Program Coordinator model

## **Goal #4: Enhance Partnerships and Relations with Community & Business and Industry**

Objective: Explore Partnerships with Business and Industry/Community

Administrator Responsible: Interim Vice President for Academic Affairs

Suggested Strategies:

1. Explore partnerships with B & I in our service area and Topeka (Shawnee County)
2. Develop remuneration schedule not dependent on credit hour
3. Survey community for potential training
4. Develop soft skills curriculum, delivery systems, and sustainable remuneration structure
5. Increase internships and job shadowing opportunities
6. Investigate development of apprenticeship opportunities
7. Encourage service learning opportunities in the curriculum
8. Encourage employee participation in community organizations and elected governmental positions

### **Goal # 5: Maintain Fiscal Sustainability through Prudent Decision Making and Planning**

Objective: Use Strategic Planning Goals to Drive Expenditure Decisions

Objective: Increase Role of Endowment

Administrator Responsible: Interim Vice President Business and Operations/President

Suggested Strategies:

1. Spread Strategic Plan target dates to accommodate budgets
2. Research grant opportunities
3. Increase the role of the endowment through previous strategic planning strategies
4. Investigate endowment and alumni opportunities in Topeka

### **Goal # 6: Attract, Develop, and Retain Well-Qualified Employees**

Objective: Employee Satisfaction

Administrator Responsible: President's Council

Suggested Strategies:

1. Provide competitive salary and benefits
2. Maintain affordable health insurance
3. Continue to right-size number of employees

**Board of Trustees Approved 11/9/21**