

**Southeast Kentucky Community and Technical College**  
**Strategic Plan**  
**2002-2007**

**SKCTC Mission and Goals**  
**KCTCS 2006-2010 Strategic Plan Goals**  
**SKCTC Strategic Planning and Priority Initiatives**

**SKCTC Mission**

Founded in 1960, Southeast Kentucky Community and Technical College is a public, comprehensive community and technical college under the governance of the Kentucky Community and Technical College System (KCTCS). The College serves the KCTCS Southeast district and provides:

- Associate in Art and Associate in Science degree programs and courses designed to prepare individuals to succeed in baccalaureate programs at senior colleges and universities;
- Associate in Applied Science degree programs, certificates programs, diploma programs, and courses designed to prepare individuals to succeed in today's technological workforce;
- Continuing education, training activities and services designed to expand life skills and knowledge of our citizens, strengthen the existing workforce, and enhance community and business development;
- Academic support and developmental education courses and experiences designed to prepare individuals for success in transfer, technical, and continuing education programs and courses; and,
- Resources to promote the preservation of the Appalachian culture by stimulating artistic expression, serving as a depository for the region's history and cultural traditions, providing a forum for the arts through cross-cultural experiences, and promoting the arts education.

**SKCTC Goals**

1. To maintain a transfer program responsive to the needs of students pursuing a baccalaureate degree.
2. To provide technical programs based on local, regional, and state employment needs for students seeking immediate employment upon graduation.
3. To provide comprehensive community and business development programs emphasizing flexibility and responsiveness to the needs of the region,
4. To offer a community service program that helps to meet the recreational, cultural, educational and social needs of the area.
5. To maintain effective student support and financial aid programs to assist student in reaching their educational goals.
6. To develop and maintain innovative, alternative approaches to learning.

7. To maintain a comprehensive program for professional growth and development of faculty and staff.
8. To maintain a flexible educational structure accommodating the special economic, cultural and development needs of the Appalachian Kentucky region.
9. To actively seek funding for projects and programs supportive of and compatible with the College and its mission.
10. To ensure that the college's buildings, grounds, and equipment are utilized effectively, well maintained, and enhanced.
11. To create and sustain a service-oriented college environment responsive to the public.
12. To foster the preservation of Appalachian culture, providing opportunities for cultural interaction through education and the arts.

**KCTCS 2006-2010 Strategic Plan Goals:**

1. Promote excellence in teaching and learning
2. Increase student access and success
3. Expand diversity and global awareness
4. Enhance the economic development of communities and the Commonwealth

**SKCTC Strategic Priorities/Initiatives**

**College Goal 1:**

To maintain a transfer program responsive to the needs of students pursuing a baccalaureate degree.

**Priorities/Initiatives:**

- a) Determine (a) primary areas of student interest and (b) colleges to which they will transfer as a basis for enhancing the transfer curriculum. (KCTCS Goal 2)
- b) Maintain a curriculum planning cycle that allows students to project schedules over a two-year period. (KTCCS Goals 1 and 2)
- c) Emphasize the importance of General Education Block Transfer Policy and the need for students to complete an associate degree. (KCTCS Goal 2)
- d) Seek official transfer agreements and 2+2 partnerships with senior institutions, focusing on regional alliances near and within our service area and on new opportunities to be made possible by the Southeast Educational Alliance Center. (KCTCS Goal 2)
- e) Monitor the success of our former students after transfer and share this information with faculty and staff for program effectiveness. (KCTCS Goal 2)

**College Goal 2:**

To provide technical programs based on local, regional, and state employment needs for students seeking immediate employment upon graduation.

**Priorities/Initiatives:**

- a) Work closely with community, business and industry leaders in the planning, development and assessment of applied science programs. (KCTCS Goals 1, 2 and 4)
- b) Maintain an internal/external scanning process for identifying and developing training, retraining, and cross-training of workers for industries with new and emerging technologies and for changing job requirements. (KCTCS Goal 4)
- c) Work cooperatively with all higher education entities in the region to determine effective and efficient program partnerships. (KCTCS Goals 4)
- d) Monitor student progress on licensure and professional examinations(KCTCS Goal 4)

**College Goal 3:**

To provide comprehensive community and business development programs emphasizing flexibility and responsiveness to the needs of the regions.

**Priorities/Initiatives:**

- a) Make available a broad-based curriculum for the general population, based on a continuous needs-assessment program. (KCTCS Goals 1, 3, and 4)
- b) Work as a full partner in economic development efforts. (KCTCS Goal 4)
- c) Offer short-term courses and programs as requested by business and industry, utilizing the Mine Training Institute, Continuing Education Office, and Small Business Development Center. (KCTCS Goals 1 and 4)
- d) Work cooperatively with regional and state agencies to develop, implement, and evaluate specific programs offered in support of welfare reform and employment development programs. (KCTCS Goals 1, 2, and 4)
- e) Utilize the distance learning network to expand the student base for specialized courses and programs. (KCTCS Goal 2)
- f) Broaden programming by and through the Pine Mountain Community Development Corporation and the Rural Community College Initiative. (KCTCS Goals 1, 2, and 4)
- g) Participate in the development of futures-oriented public policy for the region. (KCTCS Goals 2, 3, and 4)
- h) Encourage faculty and staff participation in community organizations and as technical advisors. (KCTCS Goals 1 and 4)

**College Goal 4:**

To offer a community service program that helps to meet the recreational, cultural, educational, and social needs of the area.

**Priorities/Initiatives:**

- a) Work with each campus to assess specific needs in the communities served and develop strategies to encourage faculty and student involvement in community service. (KCTCS Goals 1, 2, 3, and 4)
- b) Provide access and support to communities served by our campuses for promoting, sponsoring, and advancing arts events, local festivals, and other cultural endeavors. (KCTCS Goals 1 and 4)

- c) Establish and maintain a framework for arts programming throughout the region. (KCTCS Goal 1 and 4)
- d) Maintain adult education and literacy programs to provide individuals with opportunities for upgraded employment skills and continuing education programs. (KCTCS Goals 1, 2, and 4)

**College Goals 5:**

To maintain effective student support and financial and financial aid programs to assist students in reaching their educational goals.

**Priorities/Initiatives:**

- a) Maintain a full array of academic and support services, with special efforts on academic advising, retention, and easily-accessible tutorial assistance. (KCTCS Goal 1 and 2)
- b) Maintain access to a full complement of federal and state financial aid programs and provide institutional oversight to ensure that our policies are consistent with official regulations. (KCTCS Goal 2)
- c) Establish and maintain a scholarship/work ship program, supported with funds made available by private donations and fund-raising projects. (KCTCS Goals 1, 2, and 4)
- d) Utilize marketing plans and publicity programs to inform potential recipients – internally and externally – of financial aid opportunities. (KCTCS Goal 2)
- e) Promote effective placement of incoming students and provide a full complement of developmental courses, particularly in English and math. (KCTCS Goals 1 and 2)
- f) Continue to expand and enhance our identification system for disadvantaged and disabled students and to support effective programs to serve their special needs. (KCTCS Goals 1 and 2)
- g) Maintain early-warning mechanisms to identify students who are likely to drop out and develop appropriate measures for intervention. (KCTCS Goals 1 and 2)

**College Goal 6:**

To develop and maintain innovative, alternative approaches to learning.

**Priorities/Initiatives:**

- a) Maintain a multi-faceted, technically sophisticated network for providing information and instructional technologies to all campuses, and arrange for an appropriate complement of courses to be offered each semester by specially-trained instructors. (KCTS Goals 1 and 2)
- b) Link library services on-and-off campus through computer networking. (KCTCS Goal 2)
- c) Seek expanded use of computer assisted instruction modes by all instructional divisions. (KCTCS Goals 1, 2, and 4)
- d) Provide for full institutional and community access to the Internet and utilize whenever possible as an instructional tool. (KCTCS Goals 1, 2, and 4)
- e) Continue to offer courses made available through the Kentucky Education Network (KET) and the Kentucky Virtual University (KVU). (KCTCS Goals 1 and 2)

**College Goal 7:**

To maintain a comprehensive program of professional growth and development of faculty and staff.

**Priorities/Initiatives:**

- a) Emphasize a college community marked by integrity, openness, and trust, while preserving the College as a place for free expression of ideas. (KCTCS Goals 1, 3 and 4)
- b) Provide opportunities for all employees to participate in decision-making processes, especially in matters that affect their personal and professional life. (KCTCS Goal 1)
- c) Maintain a model program through which faculty and staff needs for professional development activities can be delivered and assessed. (KCTCS Goal 1)
- d) Recognize long-term and meritorious service to the College. (KCTCS Goal 1)
- e) Create a work environment which values individuals and their contributions, fosters their development, and respects the diversity among them. (KCTCS 1 and 3)
- f) Encourage faculty-staff participation in leadership activities and professional advancement opportunities at national, state, and local levels. (KCTCS Goals 1 and 4)
- g) Establish and maintain orientation and mentoring programs to provide assistance to new instructors. (KTCS Goal 1)

**College Goal 8:**

To maintain a flexible educational structure accommodating the special economic, cultural and development needs of the Appalachian Kentucky region.

**Priorities/Initiatives**

- a) Participate in the development of futures-oriented public policy for the region. (KCTCS Goals 1, 2, 3, and 4)
- b) Encourage faculty and staff participation in community organizations and as technical advisors. (KCTCS Goals 1, 2, and 4)
- c) Allow community organizations to have access to and the use of campus facilities and equipment. (KCTCS Goal 4)
- d) Promote the use of cultural programming as a means of broadening tourism opportunities in the area. (KCTCS Goals 3 and 4)
- e) Provide leadership for the on-going support, promotion, and practice of activities designed to encourage the stewardship of a safe and productive environment. (KCTCS Goal 1, 2, and 4)
- f) Offer drug and alcohol abuse education programs on every campus. (KCTCS Goal 1, 2, and 4)

**College Goal 9:**

To actively seek funding for projects and programs supportive of and compatible with the College and its mission.

**Priorities/Initiatives**

- a) Maintain a planning mechanism through which the College can grow in an orderly pattern, ensuring an optimum use of resources and the maximizing of services to the community. (KCTCS Goals 1, 2, 3, and 4)
- b) Provide comprehensive evaluation of academic and non-academic environments, programs, services, and costs, as well as institutional policies and procedures. (KCTCS Goals 1, 2, 3, and 4)
- c) Establish a resource development program designed to assist the College in meeting needs for which traditional sources of funding are not available. (KCTCS Goals 1, 2, 3, and 4)
- d) Maintain an Office of Development with a primary goal of identifying funding sources for established needs and implementing programs which makes the college's case for support. (KCTCS Goals 1, 2, 3, and 4)
- e) Identify and solicit help from volunteers from throughout the area, not only as solicitors of funds but as friends of the College who can help to articulate the institutional vision. (KCTCS Goals 1, 2, 3, and 4)

**College Goal 10:**

To ensure that the college's buildings, grounds, and equipment are utilized effectively, well maintained, and enhanced.

**Priorities/Initiatives**

- a) Maintain a facilities-use plan, outlining the need for new buildings, renovation projects, and major equipment purchases. (KCTCS Goals 1, 2, 3, and 4)
- b) Maintain comprehensive inventories of all physical resources and effective procedures for outgoing maintenance and upgrades. (KCTCS Goals 1, 2, 3, and 4)
- c) Maintain a biennial plan for acquiring furniture and equipment. (KCTCS Goals 1, 2, 3, and 4)
- d) Provide a safe and healthy campus environment. (KCTCS Goals 1, 2, 3, and 4)

**College Goal 11:**

To create and sustain a service-oriented, college environment responsive to the public.

**Priorities/Initiatives**

- a) Develop a college-wide awareness of the need to be service oriented, friendly, and hospitable. (KCTCS Goals 1, 2, 3, and 4)
- b) Establish information centers on each campus near primary entry points. (KCTCS Goals 1, 2, 3, and 4)
- c) Establish signage to direct student/visitors to various points on campus and to identify areas by function. (KCTCS Goals 1, 2, 3, and 4)
- d) Anticipate the public's information about the college's functions, services, and programs and make that information available in both printed and electronic formats that are readily accessible and regularly assessed for accuracy and effectiveness. (KCTCS Goals 1, 2, 3, and 4)

- e) Ensure that administrative offices are open and accessible to students and visitors throughout the workday. (KCTCS Goals 1, 2, 3, and 4)

**College Goal 12:**

To foster the preservation of Appalachian culture, providing opportunities for cultural interaction through education and the arts.

**Priorities/Initiatives:**

- a) Increase the capacity of SKCTC service-area communities to serve as stewards of the area's cultural and historical resources. (KCTCS Goals 1, 2, 3, and 4)
- b) Facilitate the integration of arts and place-based education for K-12 and postsecondary students in teaching, curriculum development, and other appropriate activities featuring Appalachian culture and history. (KCTCS Goals 1, 2, 3, and 4)
- c) Document significant socio-economic, artistic, and cultural phenomenon in the college's service areas. (KCTCS Goals 1, 2, 3, and 4)
- d) Provide expertise, resources, and assistance to the Kentucky Coal Museum and other locally-significant historical and cultural assets, especially those that complement the college's programs, mission, and goals. (KCTCS 1, 2, 3, and 4)
- e) Provide for the ongoing collection and preservation of historical and cultural artifacts specific to the college's service area. (KCTCS Goals 1, 3, and 4)
- f) Develop public programming designed to present Appalachian history and culture via gallery and museum exhibits, websites, conferences, lectures, and other appropriate venues. (KCTCS Goals 1, 2, 3, and 4)
- g) Increase the technical capacity of archiving and collecting organizations throughout the service area, defining particular standards of practice and providing training and support as needed. (KCTCS Goals 1, 3, and 4)
- h) Engage in public relations, marketing, and development activities necessary to ensure ongoing public awareness of the college's programming in Appalachian culture and history. (KCTCS Goals 1, 2, 3, and 4)