



# **FORT SCOTT COMMUNITY COLLEGE**

## **STRATEGIC PLAN 2022 - 2027**

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# **PRESIDENTIAL STATEMENT**

Creating this Strategic Plan reflects the significant changes Fort Scott Community College has experienced and anticipates as we move into the future. This document is our roadmap for progress and sustainability over the next five years—from 2022 to 2027 and beyond.

Our commitment to an inclusive, ongoing planning process is the cornerstone of this effort.

This plan is designed to guide every facet of college decision-making, ensuring that our initiatives remain firmly focused on the needs of our students. The goals and strategies outlined herein highlight our institutional priorities and our will to serve the students and communities of Southeast Kansas—and beyond—with excellence.

We look forward to sharing the measurable outcomes of our efforts and celebrating the milestones we achieve along the way.

Sara Sutton

Interim President  
Fort Scott Community College

## EXECUTIVE SUMMARY

Sustained and systematic planning is essential to Fort Scott Community College's success. During the 2021-2022 academic year, the College gathered the collective insights of the Board of Trustees, administration, faculty, and staff to finalize our 2022-2027 Strategic Plan. This collaborative effort, rooted in our shared governance model, has led to developing strategic directions, clearly defined goals, measurable objectives, and comprehensive operational and assessment mechanisms.

As we implement this five-year plan, our firm commitment to a rigorous planning process will guide us in upholding the College's mission, vision, and core values. At the same time, it will ensure that we effectively address the educational needs of our students and the communities we serve. The plan outlines the challenges and opportunities, organized around five strategic goals broken into specific strategies and actionable tactics to move FSCC into meeting these needs.

Fort Scott Community College is poised to enhance its planning processes and drive meaningful progress over the next five years and beyond through active participation, effective leadership, strategic resource allocation, and an unwavering commitment to institutional effectiveness.

## THE COLLEGE AND OUR COMMUNITY

Fort Scott Community College (FSCC) is a two-year public institution of higher education and the oldest continuously operating community college in Kansas, established in 1919. Located in Fort Scott, Kansas, in Bourbon County, the college serves students across Southeast Kansas and beyond. Originally founded as an extension of the local high school, FSCC has grown significantly over the years, now operating on a 150-acre main campus with additional sites in Pleasanton, Pittsburg, and Miami County.

From an inaugural graduating class of just two students in 1921, FSCC now serves thousands annually through diverse academic programs, technical training, and workforce development initiatives. The college provides hands-on learning experiences through specialized facilities such as the John Deere and Welding programs, the Environmental Water Technologies program, and the Gordon Parks Museum. Additionally, FSCC supports student success through on-campus housing, state-of-the-art fine arts and athletic facilities, and strong partnerships with regional industries.

Through ongoing strategic planning efforts, FSCC continues to expand its programs and improve campus infrastructure. Recent advancements include campus-wide facility upgrades, academic building renovations, and developed agriculture, healthcare, and technical education opportunities. Fort Scott Community College remains a leader in higher education in Southeast Kansas, with a long-standing commitment to affordability, student achievement, and community engagement.

## Demographic Profiles of Students

Table P.10

## Academic Year 2019 - 2024

## Fort Scott Community College

FSCC takes pride in being the oldest continuous community college in the state of Kansas, founded in 1919. At Fort Scott Community College, our students are part of our large family. The college's employees and board members strive to help students achieve their educational goals while maintaining the small town atmosphere that Fort Scott is famous for.

Enrollment: Headcount		AY 2019	AY 2020	AY 2021	AY 2022	AY 2023	AY 2024	% Change AY 19 - 24
Undergraduate		2,608	2,593	2,272	2,181	2,065	1,935	-25.8%
Total		2,608	2,593	2,272	2,181	2,065	1,935	-25.8%
Enrollment: FTE*		AY 2019	AY 2020	AY 2021	AY 2022	AY 2023	AY 2024	% Change AY 19 - 24
Undergraduate		1,292	1,276	1,151	1,146	1,074	996	-22.9%
Total		1,292	1,276	1,151	1,146	1,074	996	-22.9%
Student Status		AY 2019	AY 2020	AY 2021	AY 2022	AY 2023	AY 2024	% Change AY 19 - 24
Full-time		692	681	618	625	576	531	-23.3%
Part-time		1,916	1,912	1,654	1,556	1,489	1,404	-26.7%
Total		2,608	2,593	2,272	2,181	2,065	1,935	-25.8%
Student Residency		AY 2019	AY 2020	AY 2021	AY 2022	AY 2023	AY 2024	% Change AY 19 - 24
Resident - In-District		447	446	417	416	374	388	-13.2%
Resident - Out-District		1,652	1,596	1,317	1,270	1,287	1,167	-29.4%
Resident by Exception - In-District		0	0	0	0	0	0	NA
Resident by Exception - Out-District		0	0	0	0	0	0	NA
Nonresident		509	551	538	495	404	380	-25.3%
Total		2,608	2,593	2,272	2,181	2,065	1,935	-25.8%
Gender		AY 2019	AY 2020	AY 2021	AY 2022	AY 2023	AY 2024	% Change AY 19 - 24
Female		1,299	1,343	1,162	1,128	1,098	1,014	-21.9%
Male		1,309	1,250	1,110	1,053	967	921	-29.6%
Unknown		0	0	0	0	0	0	NA
Total		2,608	2,593	2,272	2,181	2,065	1,935	-25.8%
Student Age: Undergraduates		AY 2019	AY 2020	AY 2021	AY 2022	AY 2023	AY 2024	% Change AY 19 - 24
Age < 18		18.1%	18.3%	20.5%	20.7%	22.8%	26.5%	8.5%
Age 18-19		35.8%	34.8%	37.0%	39.3%	37.7%	37.0%	-23.3%
Age 20-24		25.7%	27.3%	24.6%	24.6%	22.6%	22.5%	-35.0%
Age 25-34		9.4%	9.2%	8.7%	7.6%	6.9%	6.6%	-48.2%
Age 35-44		4.9%	5.0%	4.7%	4.7%	5.3%	3.8%	-42.6%
Age 45-64		5.1%	4.4%	4.3%	2.8%	4.2%	3.3%	-51.9%
Age 65+		1.0%	1.1%	0.2%	0.3%	0.6%	0.4%	-72.0%
Unknown		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-100.0%
Student Race/Ethnicity		AY 2019	AY 2020	AY 2021	AY 2022	AY 2023	AY 2024	% Change AY 19 - 24
White		78.5%	77.2%	76.4%	77.3%	80.4%	78.7%	-25.6%
Hispanic		5.9%	7.1%	6.2%	5.8%	6.6%	7.2%	-9.7%
Black or African-American		9.0%	9.3%	11.2%	10.5%	7.0%	7.1%	-41.9%
Asian		0.6%	0.5%	0.6%	0.6%	0.5%	0.6%	-20.0%
American Indian or Alaska Native		1.0%	0.6%	0.8%	0.8%	0.9%	0.9%	-28.0%
Native Hawaiian or Other Pacific Islander		0.2%	0.2%	0.2%	0.1%	0.3%	0.2%	-20.0%
Two or More Races		4.3%	4.4%	4.1%	4.3%	4.0%	4.6%	-21.2%
Non-Resident Alien		0.5%	0.6%	0.5%	0.6%	0.3%	0.7%	7.7%
Unknown		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-100.0%

\*FTE data has been rounded to align with KHEStats.

# **GUIDING FRAMEWORK**

## **Structure of the Plan**

A commitment to sustained and systematic planning is essential for Fort Scott Community College's long-term success. Our 2022-2027 Strategic Plan is built on a robust framework that is organized around five strategic goals broken into specific strategies and actionable tactics providing a solid foundation for our comprehensive planning efforts. Guided by our Mission, Vision, and Core Values the College strategically allocates resources to support and advance this plan, ensuring that every initiative aligns with our core values and long-term objectives.

## **Contributions to the Plan**

The development of this Strategic Plan is a testament to the collaborative spirit of our College community. It provides a clear framework for guiding, organizing, and prioritizing our future initiatives at Fort Scott Community College. This plan is enriched by the diverse insights and contributions from administrators, board members, community stakeholders, faculty, staff, and students. Their collective experience, knowledge, and deep connection to our institutional history have been pivotal in shaping a plan that is both inclusive and visionary.

# INSTITUTIONAL MISSION, VISION, AND CORE VALUES

## Mission Statement

Fort Scott Community College is an institution of higher learning with a long history of culture and diversity that provides affordable academic, technical, and occupational programs to meet student needs while fostering a mutually supportive relationship between the college and its communities.

## Vision

FSCC's vision for the future is to support "Students First, Community Always" through a central focus on teaching and learning; advancing strong, innovative programs and departments; maximizing and leveraging opportunities; initiating efficient and effective processes; and developing the region's workforce.

## Core Values

- Personal success and growth: Empower students, community, and employees to attain their goals by providing opportunities in a supportive, safe environment.
- Integrity and Respect: A focus on communication, relationships and experiences that value students, community, and employees; fostering a safe environment for all.
- Diversity and Inclusion: Operate as one college in purpose, plans, priorities, and processes.
- Stewardship: The careful, transparent, and responsible management of all resources under our care, including monetary, physical, and human resources



## **STRATEGIC THEMED GOALS, STRATEGIES AND TACTICS**

This Strategic Plan is organized around five themed goals that represent essential elements to support the achievement of Fort Scott's Community College over the next five years. The goals define the broad areas within which strategies and tactics are developed and provide indicators to measure progress in achieving our Mission, Vision, and Core Values

# **GOAL #1: FOSTER RELATIONSHIPS WITH THE COMMUNITIES FORT SCOTT COMMUNITY COLLEGE SERVES**

## **Strategy 1:** Optimize and Expand Community Outreach

- Tactic 1.1.1: Effectively communicate FSCC's impact on the community
- Tactic 1.1.2: Identify opportunities for FSCC students, faculty, and staff to volunteer in the community
- Tactic 1.1.3: Publicize FSCC's economic impact on the community

## **Strategy 2:** Strengthen Community Partnerships

- Tactic 1.2.1: College participation in community partnerships at city, county, regional, and state levels
- Tactic 1.2.2: Encourage members of the community to participate in college advisory boards and governing agencies
- Tactic 1.2.3: Provide options for continuing and community education

## **Strategy 3:** Increase Community Participation in Campus Activities

- Tactic 1.3.1: Increase FSCC facility usage by community members for the benefit of the community
- Tactic 1.3.2: Provide noncredit courses and training opportunities based on community needs

## **GOAL #2: CULTIVATE QUALITY ENHANCEMENTS FOR EDUCATION AND LEARNING**

### **Strategy 1: Improve Academic Processes**

- Tactic 2.1.1: Revise orientation and capstone classes
- Tactic 2.1.2: Update and maintain Academic Affairs policies
- Tactic 2.1.3: Establish deadlines and schedules for catalog updates
- Tactic 2.1.4: Regular modification and updates to assessment website to reflect current information and findings.

### **Strategy 2: Maintain Compliance with Accreditors and Oversight Agencies**

- Tactic 2.2.1: Ensure alignment between degree audits, catalog, and KBOR
- Tactic 2.2.2: Provide training for compliance-based issues
- Tactic 2.2.3: Comply with third-party agency/organization requirements

### **Strategy 3: Increase Teaching Effectiveness**

- Tactic 2.3.1: Utilize the assessment process to increase teaching effectiveness
- Tactic 2.3.2: Increase professional development opportunities related to teaching and learning
- Tactic 2.3.3: Enhance classroom technology
- Tactic 2.3.4: Optimize distance education
- Tactic 2.3.5: Standardize the curriculum across campuses including concurrent credit courses

## **GOAL #3: PROMOTE STUDENT SUCCESS**

### **Strategy 1: Strengthen and Enhance Student Success**

- Tactic 3.1.1: Assess students' needs and develop a course schedule that meets their needs
- Tactic 3.1.2: Communicate with division chairs about scheduling needs
- Tactic 3.1.3: Develop a Student Enrollment Guide
- Tactic 3.1.4: Develop a timely enrollment process

### **Strategy 2: Maximize Completion and Retention Rates**

- Tactic 3.2.1: Increase percentage of students retained from Fall-to-Fall semesters
- Tactic 3.2.2: Increase percentage of students that earn an Associate's Degree
- Tactic 3.2.3: Increase percentage of students who earn an industry certification or professional certificate
- Tactic 3.2.4: Provide opportunities for students to meet personal educational goals

### **Strategy 3: Provide Holistic Support to Students**

- Tactic 3.3.1: Increase the percentage of students who take advantage of academic advising services
- Tactic 3.3.2: Increase the percentage of students who take advantage of tutoring services
- Tactic 3.3.3: Increase the percentage of students who take advantage of mental health services
- Tactic 3.3.4: Increase the percentage of students who take advantage of financial advising services



## **GOAL #4: FISCAL RESPONSIBILITY**

### **Strategy 1:** Develop a Culture of Fiscal Responsibility

- Tactic 4.1.1: Promote and continuously communicate a shared fiscal vision
- Tactic 4.1.2: Incorporate energy effective technology
- Tactic 4.1.3: Implement Strategic Budget Process
- Tactic 4.1.4: Review Institutional Expenditures and Processes
- Tactic 4.1.5: Improve Management of College Assets

### **Strategy 2:** Ensure Reliable and Safe Facilities and Equipment

- Tactic 4.2.1: Provide sufficient and safer housing options
- Tactic 4.2.2: Develop a proactive maintenance plan
- Tactic 4.2.3: Develop a long-range technology plan
- Tactic 4.2.4: Develop a comprehensive transportation plan
- Tactic 4.2.5: Develop an e-waste disposal plan
- Tactic 4.2.6: Develop an e-waste and equipment disposal form

## **GOAL #5: PROMOTE STRATEGIES FOR EMPLOYEES SUCCESS**

**Strategy 1:** Support Employee Professional Development Opportunities

- Tactic 5.1.1: Encourage employee professional development

**Strategy 2:** Increase Awareness and Understanding of Policies and Procedures

- Tactic 5.2.1: Annually update Board policies
- Tactic 5.2.2: Continue to refine employee onboarding process
- Tactic 5.2.3: Increase the number of social events for employees
- Tactic 5.2.4: Continue to collect and utilize employee feedback

## OPERATIONAL PLAN ELEMENT

### **Implementation, Assessment, Accountability**

Fort Scott Community College has developed a comprehensive approach to assessing effectiveness and tracking progress in implementing its Strategic Plan. Achieving the broader vision of the college's strategic priorities requires a structured and operationalized framework to ensure success.

Measurable tactics have been established, providing the foundation for effective implementation and evaluation. These tactics, developed within FSCC's strategic planning committees, create a structured pathway for achieving long-term institutional goals.

Progress monitoring, data analysis, and outcome measurement will be conducted through multi-tiered evaluation templates, ensuring a systematic and data-driven approach to implementing FSCC's five-year Strategic Plan. This dynamic framework will be assessed annually, allowing adjustments in response to evolving institutional needs and external factors.

To uphold accountability and leadership in executing the Strategic Plan, FSCC has designated strategic planning committees to oversee implementation efforts and drive momentum toward institutional priorities. This governance structure ensures consistency, stability, and measurable progress throughout the strategic planning cycle, supporting FSCC's commitment to continuous improvement and student success.

## **INTEGRATED AND SYSTEMATIC PLANNING**

Fort Scott Community College integrates collaborative processes that incorporate input from all functional areas of the institution. Strategic planning at FSCC is guided by a shared governance model, ensuring that faculty, staff, administration, Board of Trustee members, and community stakeholders have meaningful opportunities to contribute to the decision-making process that shapes the college's future.

The Strategic Planning Committees and various campus-wide planning groups consist of a diverse range of members, allowing for broad representation and informed perspectives in the development, execution, and assessment of the Strategic Plan. By actively engaging the campus and local community, FSCC ensures that its planning efforts reflect a well-rounded understanding of institutional and regional needs.

Strategic planning at FSCC operates continuously and cyclically, maintaining a state of ongoing evaluation and structured progress. Performance monitoring and assessment will be systematically applied through the operational framework of the Strategic Plan, ensuring alignment with institutional goals and sustained forward momentum over the next five years.



## **MEASURABLE RESULTS AND TRANSPARENCY**

Fort Scott Community College's Strategic Planning Committees will compile progress reports into a comprehensive annual assessment, which will be presented to the Board of Trustees during the August meeting in open session. This annual report will provide a detailed overview of achievements, progress toward strategic goals, and areas identified for improvement to ensure continuous institutional growth and effectiveness.

To maintain transparency and accountability, the assessment report will be publicly available on the FSCC website, allowing stakeholders to review measurable outcomes and the college's ongoing commitment to strategic progress.

## **NOTICE OF NON-DISCRIMINATION...**

Fort Scott Community College is committed to providing equal opportunity to all applicants for admission, enrolled students, graduates, and employees. The College strictly prohibits discrimination in hiring, employment continuation, promotion, tenure, and other employment practices, as well as in admissions, career services, and student placement. This policy applies regardless of race, color, gender, age, disability, national origin or ancestry, sexual orientation, or religion. For inquiries regarding nondiscrimination policies, please contact the Dean of Students at Fort Scott Community College, 2108 South Horton, Fort Scott, KS 66701, or call (620) 223-2700.

## **HIGHER LEARNING COMMISSION ACCREDITATION STATEMENT**

Fort Scott Community College is accredited by the Higher Learning Commission (HLC). About the Higher Learning Commission: The Higher Learning Commission is an independent accrediting body founded in 1895 and is one of the primary institutional accreditors in the United States. HLC accredits degree-granting post-secondary institutions to ensure they meet rigorous academic and operational standards for higher education.

## **SUMMARY STATEMENT**

This Strategic Plan serves as the guiding framework for the next five years, aligning with Fort Scott Community College's Mission, Vision, and Core Values. The key leadership decisions necessary to achieve FSCC's strategic objectives will be detailed within the Operational Plan, which outlines a comprehensive and actionable approach to transforming strategic goals into measurable outcomes and institutional progress.