

2010 Strategic Initiatives Progress Report

(Click on any objective for more details)

Progress Indicators
Short-Term Strategies
1 - 25% to goal (initial actions taken)
2 - 50% to goal (on track)
3 - 75% to goal (deeply deployed)
4 - 100% to goal (fully deployed)
X - Not started; Implementation w/in year
N - No Progress Reported
Long-Term Strategies
O - On-going planning

Goal 1: Continuously improve processes and programs to recruit and retain successful students.							
Objective 1.1: Improve practices that enhance academic, career and technical, and personal goals.	1	2	3	4	X	N	O
1.1.1: Provide clear degree and certificate requirements.							✓
1.1.2: Identify and incorporate sought after workplace skills into programs.							✓
1.1.3: Administer survey tools to current and former students to measure satisfaction and gather feedback on instruction and curriculum.							✓
Objective 1.2: Improve the accuracy of student placement in appropriate courses.	1	2	3	4	X	N	O
1.2.1: Seek alignment of placement testing and cut-off scores to peer institutions.				✓			
1.2.2: Investigate the correlation between placement scores and academic success.	✓						
1.2.3: Evaluate curricular offerings based on entering students' academic needs and career goals.							✓
Objective 1.3: Improve the success of "at-risk" students.	1	2	3	4	X	N	O
1.3.1: Promote the availability of remediation services.							✓
1.3.2: Conduct a comprehensive review and prepare an annual report on ECC developmental education.	✓						
1.3.3: Improve the success rates of students enrolled in remedial coursework.		✓					
Objective 1.4: Improve access for all students to achieve postsecondary education.	1	2	3	4	X	N	O
1.4.1: Remain among the most affordable community colleges in Missouri.							✓
1.4.2: Identify and improve accommodations and equal opportunities for students with disabilities.							✓
1.4.3: Increase financial resources available to students to meet college costs.							✓
1.4.4: Identify future needs of satellite campus locations, develop a plan for each site addressing future growth as aligned to College Plan and Mission.						✓	
Goal 2: Continuously improve the quality, effectiveness and awareness of student support services.							
Objective 2.1: Assess student support services needs and satisfaction.	1	2	3	4	X	N	O
2.1.1: Implement the student services assessment plan.	✓						
2.1.2: Implement a student complaint process.			✓				
Objective 2.2: Effectively support students' transition from ECC.	1	2	3	4	X	N	O
2.2.1: Align advisement practices to ease success in transfer to baccalaureate institutions.							✓
2.2.2: Improve communication of available job opportunities.							✓
Objective 2.3: Improve communication and collaboration within student support services and other units of the College.	1	2	3	4	X	N	O
2.3.1: Organize student support services in order to increase the effectiveness of services and resources.		✓					
2.3.2: Improve communication between instructional administration and student advising.	✓						
2.3.3: Coordinate regular consultation between student support services and IT.					✓		
Objective 2.4: Increase the awareness and utilization of student service programs.	1	2	3	4	X	N	O
2.4.1: Enhance Web-based tools to better facilitate the admissions, registration, advisement and financial aid process.					✓		
2.4.2: Promote and improve print and Web-based support service materials.							✓
2.4.3: Update and expand library and learning center services.		✓					
2.4.4: Identify and promote support services to new students through the Foundation Seminar.							✓
2.4.5: Enhance the personal and professional development of students through leadership opportunities, programs, services, and activities.							✓

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Goal 3: Continuously assess and improve academic programs and curriculum.							
Objective 3.1: Research and identify educational opportunities to expand offerings.	1	2	3	4	X	N	O
3.1.1: Maintain institutional accreditation.							✓
3.1.2: Explore opportunities for new program development.							✓
3.1.3: Promote and expand distance learning offerings.							✓
3.1.4: Improve use of instructional technology by faculty.							✓
3.1.5: Implement a comprehensive program review process.			✓				
Objective 3.2: Improve the College's comprehensive enrollment management processes.	1	2	3	4	X	N	O
3.2.1: Review course and program offerings and improve course scheduling to respond to changing needs.							✓
3.2.2: Expand the marketing of programs and offerings at ECC.							✓
3.2.3: Improve student recruitment in new and underserved areas.		✓					
3.2.4: Increase enrollment in credit and non-credit offerings.							✓
Objective 3.3: Effectively and systematically assess student learning.	1	2	3	4	X	N	O
3.3.1: Maintain and improve the college-wide assessment plan.							✓
3.3.2: Develop a model for assessing common learning objectives.	✓						
3.3.3: Provide assessment related development opportunities.							✓
3.3.4: Investigate and communicate effective assessment practices.							✓
Goal 4: Continuously improve ECC through educational programs, events and partnerships for the community.							
Objective 4.1: Provide opportunities for lifelong learning and personal enrichment.	1	2	3	4	X	N	O
4.1.1: Conduct a regular continuing education needs assessment.						✓	
4.1.2: Promote the health and wellness of the community through educational, recreational and fitness opportunities.							✓
4.1.3: Identify and promote social and cultural enrichment opportunities.							✓
Objective 4.2: Establish an institutional marketing and branding strategy.	1	2	3	4	X	N	O
4.2.1: Identify and improve all modes of institutional communication.							✓
4.2.2: Redesign ECC Website.						✓	
Objective 4.3: Enhance and maintain community and business relationships.	1	2	3	4	X	N	O
4.3.1: Increase the scope of outreach and collaborative relationships through program advisory boards, representation on community civic organizations, business and industry training, grants, and Foundation development opportunities.						✓	
4.3.2: Assess employer satisfaction with ECC graduates as part of the Student Services Assessment Plan.					✓		
4.3.3: Increase support and improve relationships with ECC alumni.							✓
4.3.4: Conduct a regular assessment of community opinion regarding ECC.							✓
Objective 4.4: Strengthen and increase educational partnerships.	1	2	3	4	X	N	O
4.4.1: Develop partnerships to provide diverse educational opportunities.							✓
4.4.2: Provide, through partnerships, on-site delivery of baccalaureate level coursework.							✓
4.4.3: Create and maintain articulations to ensure seamless transfer to and from ECC.							✓
4.4.4: Increase the use of distance education to build partnerships.							✓

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Goal 5: Continuously improve human, physical and financial resources.							
Objective 5.1: Position the institution financially to assure viability and growth.	1	2	3	4	X	N	O
5.1.1: Demonstrate effective management of resources.							✓
5.1.2: Ensure financial viability through short- and long-term budgeting.							✓
5.1.3: Advocate for improved public funding for community college education.							✓
5.1.4: Pursue alternative funding sources to enhance the College's financial position.							✓
Objective 5.2: Promote an organizational environment that values and supports employees.	1	2	3	4	X	N	O
5.2.1: Regularly conduct an employee satisfaction survey.							✓
5.2.2: Review compensation and benefits for all employees to ensure the institution is competitive.							✓
5.2.3: Recruit and retain high quality faculty and staff.							✓
5.2.4: Improve the effectiveness of new employee programs.							✓
5.2.5: Review and update personnel policies and procedures.	✓						
5.2.6: Review the effectiveness of the performance appraisal process.		✓					
5.2.7: Increase participation in training and development opportunities.							✓
Goal 6: Maintain, improve and expand facilities to provide a safe and effective learning environment.							
Objective 6.1: Identify and address facilities and infrastructure needs in alignment with institutional planning.	1	2	3	4	X	N	O
6.1.1: Review and maintain a current Building Master Plan.							✓
6.1.2: Develop and implement an annual process to identify construction, renovation and campus improvement needs.						✓	
Objective 6.2: Ensure the campus and off-campus sites provide a welcoming and pleasing image.	1	2	3	4	X	N	O
6.2.1: Extend the life and functionality of existing buildings and grounds through preventive maintenance.							✓
6.2.2: Enhance the natural environment, character, and beauty of the campus.							✓
Objective 6.3: Ensure the health, safety and security of those on campus.	1	2	3	4	X	N	O
6.3.1: Review and update the emergency plan and comply with campus safety requirements.						✓	
6.3.2: Ensure all campus areas comply with ADA regulations.							✓
6.3.3: Improve campus emergency communication.							✓
Objective 6.4: Improve and expand campus signage.	1	2	3	4	X	N	O
6.4.1: Develop a signage plan for all facilities.						✓	
6.4.2: Implement a digital signage system.						✓	
6.4.3: Develop a process for modifications to signage.						✓	

Goal 1: Continuously improve processes and programs to recruit and retain successful students.

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Objective 1.1: Improve practices that enhance academic, career and technical, and personal goals.

Strategy	Completed Actions	Responsible Dept	AQIP
1.1.1: Provide clear degree and certificate requirements.	No actions reported.	VP Instruction	1
1.1.2: Identify and incorporate sought after workplace skills into programs.	Implemented Technical Skills Attainment for all Career & Technical Programs. Reviewing Working and comparing Workkeys data to specific programs.	VP Outreach	1
1.1.3: Administer survey tools to current and former students to measure satisfaction and gather feedback on instruction and curriculum.	No actions reported.	VP Instruction	7

Objective 1.2: Improve the accuracy of student placement in appropriate courses.

Strategy	Completed Actions	Responsible Dept	AQIP
1.2.1: Seek alignment of placement testing and cut-off scores to peer institutions.	No actions reported.	VP Instruction	7
1.2.2: Investigate the correlation between placement scores and academic success	The state is developing common cut scores for all community colleges. ECC Administration has been involved in the conversation and analysis. Will begin to develop baseline data.	IRAP	1
1.2.3: Evaluate curricular offerings based on entering students' academic needs and career goals.	No actions reported.	VP Instruction	1

Objective 1.3: Improve the success of "at-risk" students.

Strategy	Completed Actions	Responsible Dept	AQIP
1.3.1: Promote the availability of remediation services.	Initiated a monthly newsletter, renewed class visits, hired a Retention Coordinator, holding Academic boot camps, and Open House and National Tutor Week activities. Planning additional activities in the Learning Center to bring in more students.	Learning Center	1
1.3.2: Conduct a comprehensive review and prepare an annual report on ECC developmental education.	No actions reported.	VP Instruction	7
1.3.3: Improve the success rates of students enrolled in remedial coursework.	No actions reported.	VP Instruction	1

Goal 1: Continuously improve processes and programs to recruit and retain successful students.

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Objective 1.4: Improve access for all students to achieve postsecondary education.

Strategy	Completed Actions	Responsible Dept	AQIP
1.4.1: Remain among the most affordable community colleges in Missouri.	The Board of Trustees approved recommendation to not increase tuition for the past 5 years. ECC continues to have the lowest tuition and fees in the state.	President	5
1.4.2: Identify and improve accommodations and equal opportunities for students with disabilities.	Improved communication with new and current students regarding the availability of Access Services. Additional technology was purchased. The number of Access students served has increased by 4% from fall 2009 to fall 2010.	VP Students	6
1.4.3: Increase financial resources available to students to meet college costs.	Developed guidelines for Graduate St. Louis Scholarships and award fall 2010. Increased the number of Graduate St. Louis Scholarship awards. Conducted a series of FASFA Workshops in the service area. These workshops are popular and well-received by the high schools. Fall 10 awards of \$25,250; Sp 11 awards of \$54,000	VP Students	3
1.4.3: Increase financial resources available to students to meet college costs.	Legacy campaign met its original goal of 1.6 million dollars. The Legacy committee activated to strive for an additional \$400,000.	Foundation	3
1.4.4: Identify future needs of satellite campus locations, develop a plan for each site addressing future growth as aligned to College Strategic Plan and Mission.	Held specific planning sessions for satellite locations. Held community outreach sessions in Rolla. Working with a higher education group in Warrenton. Continuing to work with communities in each satellite location to develop a plan for each site.	VP Outreach	8

Goal 2: Continuously improve the quality, effectiveness and awareness of student support services.

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Objective 2.1: Assess student support services needs and satisfaction.

Strategy	Completed Actions	Responsible Dept	AQIP
2.1.1: Implement the student services assessment plan.	Developed and online survey for students who use the one stop services and library. Will be administering the Community College Survey of Student Engagement (CCSSE).	VP Students	3
2.1.2: Implement a student complaint process.	Piloted the complaint process.	VP Students	3

Objective 2.2: Effectively support students' transition from ECC.

Strategy	Completed Actions	Responsible Dept	AQIP
2.2.1: Align advisement practices to ease success in transfer to baccalaureate institutions.	The grant funded Transfer Advisor developed a web site for transfer information and links. Division Managers contacted university peers to update transfer agreements. Follow-up with Division Managers and university peers to finish project.	VP Students	6
2.2.2: Improve communication of available job opportunities.	Improved online job board and postings	VP Students	6

Objective 2.3: Improve communication and collaboration within student support services and other units of the College.

Strategy	Completed Actions	Responsible Dept	AQIP
2.3.1: Organize student support services in order to increase the effectiveness of services and resources.	Piloted a one stop student services in temporary facilities with ongoing training and evaluation.	VP Students	6
2.3.2: Improve communication between instructional administration and student advising.	No actions reported.	VP Instruction	5
2.3.3: Coordinate regular consultation between student support services and IT.	Not started due to loss of IT Director	VP Students	6

Goal 2: Continuously improve the quality, effectiveness and awareness of student support services.

[\(Click to return to Summary\)](#)

Objective 2.4: Increase the awareness and utilization of student service programs.

Strategy	Completed Actions	Responsible Dept	AQIP
2.4.1: Enhance Web-based tools to better facilitate the admissions, registration, advisement and financial aid process.	Automated several financial aid processes.	VP Students	6
2.4.2: Promote and improve print and Web-based support service materials.	Need to work with webmaster to develop one stop student services web site	VP Students	6
2.4.3: Update and expand library and learning center services.	Increased awareness with website. Library uses Web 2.0 technology to facilitate communication between library and ECC students and staff (Library Blog, Library Twitter, Library Chat, ScreenJelly, Jing). Worked with ECC webmaster to transition library website to new ECC platform, and to improve Library website. Worked with Archway Cluster and MCO to update library catalog page. Increased awareness through promotion (ECC Announce/Free Advice, posters, events, and orientation). Increased the use of library and its resources through weeding project, periodical review spring 2010 and fall 2010, addition of new databases, BI session/handouts/bookmarks.	Library	1
2.4.3: Update and expand library and learning center services.	Regularly meeting with Library staff to discuss usage of new space. The new space offers unique opportunities for new services (group study, testing growth). Continuously updating and improving tutor training and have established it as an official course at the college, for which tutors and Specialists enroll and earn credit. A textbook with a video component has been adopted and ordered.	Learning Center	1
2.4.4: Identify and promote support services to new students through the Foundation Seminar.	No actions reported.	VP Instruction	6
2.4.5: Enhance the personal and professional development of students through leadership opportunities, programs, services, and activities.	Increased the number of student clubs. Will research other community college leadership and/or service learning opportunities.	VP Students	2

Goal 3: Continuously assess and improve academic programs and curriculum.

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Objective 3.1: Research and identify educational opportunities to expand offerings.

Strategy	Completed Actions	Responsible Dept	AQIP
3.1.1: Maintain institutional accreditation.	All steps in the AQIP Accreditation cycles have been followed. AQIP Quality Check-up visit successful. Currently awaiting reaffirmations of Accreditation; revising the AQIP Systems Portfolio; continuing action on 4 "active" Action Projects. We expect to be accredited by AQIP; we expect to have a draft of updated portfolio by the end of SP11.	AQIP Liaison	5
3.1.2: Explore opportunities for new program development.	No actions reported.	VP Instruction	1
3.1.3: Promote and expand distance learning offerings.	No actions reported.	VP Instruction	1
3.1.4: Improve use of instructional technology by faculty.	No actions reported.	VP Instruction	1
3.1.5: Implement a comprehensive program review process.	No actions reported.	VP Instruction	7

Objective 3.2: Improve the College's comprehensive enrollment management processes.

Strategy	Completed Actions	Responsible Dept	AQIP
3.2.1: Review course and program offerings and improve course scheduling to respond to changing needs.	No actions reported.	VP Instruction	1
3.2.2: Expand the marketing of programs and offerings at ECC.	No actions reported.	PR	1
3.2.3: Improve student recruitment in new and underserved areas.	Hired a half-time recruiter/advisor for the Rolla area. Increased high school visits.	VP Students	3
3.2.4: Increase enrollment in credit and non-credit offerings.	Have held several Career and Technical Program Open Houses. Formed a joint marketing group for Four Rivers and ECC. Hired a new Exec. Director for the Center for Workforce Development to increase non-credit offerings. Have introduced new Career and Technical Programs through Training for Tomorrow; Will continue to work on these initiatives	VP Outreach	8
3.2.4: Increase enrollment in credit and non-credit offerings.	Enrollment in credit courses has grown to the extent that our facilities in Union and Rolla can handle. Once AD building reoccupied, this should be revisited	VP Students	8

Goal 3: Continuously assess and improve academic programs and curriculum.

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Objective 3.3: Effectively and systematically assess student learning.

Strategy	Completed Actions	Responsible Dept	AQIP
3.3.1: Maintain and improve the college-wide assessment plan.	No actions reported.	VP Instruction	7
3.3.2: Develop a model for assessing common learning objectives.	CLO's are now in course syllabi; rubric and reporting form developed for Communication CLO. In SP11 will test new CLO Communication rubric and gather results institution wide.	AQIP Liaison	7
3.3.3: Provide assessment related development opportunities.	No actions reported.	VP Instruction	4
3.3.4: Investigate and communicate effective assessment practices.	No actions reported.	VP Instruction	7

Goal 4: Continuously improve ECC through educational programs, events and partnerships for the community.

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Objective 4.1: Provide opportunities for lifelong learning and personal enrichment.

Strategy	Completed Actions	Responsible Dept	AQIP
4.1.1: Conduct a regular continuing education needs assessment.	Reorganized the department under the Center for Workforce Development and hired a new Executive Director. Introduced two revenue generating non-credit programs; truck-driving and Certified Nursing Assistant.	VP Outreach	1
4.1.2: Promote the health and wellness of the community through educational, recreational and fitness opportunities.	Offering courses through Continuing Ed and will continue to offer courses through Continuing Ed.	VP Outreach	9
4.1.3: Identify and promote social and cultural enrichment opportunities.	Patrons season is planned and being implemented for 2010-2011. Planning the Patrons season for 2011-2012. 2010 increased Patron membership by 30	Foundation	2

Objective 4.2: Establish an institutional marketing and branding strategy.

Strategy	Completed Actions	Responsible Dept	AQIP
4.2.1: Identify and improve all modes of institutional communication.	No actions reported.	PR	5
4.2.2: Redesign ECC Website.	No actions reported.	VP Finance	3

Objective 4.3: Enhance and maintain community and business relationships.

Strategy	Completed Actions	Responsible Dept	AQIP
4.3.1: Increase the scope of outreach and collaborative relationships through program advisory boards, representation on community civic organizations, business and industry training, grants, and Foundation development opportunities.	Have worked with Career and Technical Faculty to expand advisory boards. Developed new programs and expanded programs and have increased enrollment. Held Career Fair Open Houses for marketing and recruiting. Joined Washington Rotary.	VP Outreach	9
4.3.2: Assess employer satisfaction with ECC graduates as part of the Student Services Assessment Plan.	No actions reported.	VP Students	9
4.3.3: Increase support and improve relationships with ECC alumni.	Planned three alumni events for 2010-2011 school year. Create an Alumni section of new Foundation strategic plan. Increase in Alumni awareness, participation and activities.	Foundation	2
4.3.4: Conduct a regular assessment of community opinion regarding ECC.	Survey of Warren County area completed. Rolla advisory committee established.	President	5

Goal 4: Continuously improve ECC through educational programs, events and partnerships for the community.

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Objective 4.4: Strengthen and increase educational partnerships.

Strategy	Completed Actions	Responsible Dept	AQIP
4.4.1: Develop partnerships to provide diverse educational opportunities.	Developed partnership opportunities with Community Outreach session facilitated by S&T and have formed a new committee with Four Rivers. Formed a partnership with Warrenton; will pursue these further. Will develop a partnership with Lindenwood for the Warrenton area.	VP Outreach	9
4.4.2: Provide, through partnerships, on-site delivery of baccalaureate level coursework.	Baccalaureate coursework provided by Central Methodist University. Continue to explore expansion of offerings with additional upper division institutions and seek additional upper division partners.	President	9
4.4.3: Create and maintain articulations to ensure seamless transfer to and from ECC.	No actions reported	VP Instruction	9
4.4.4: Increase the use of distance education to build partnerships.	No actions reported	VP Instruction	9

Goal 5: Continuously improve human, physical and financial resources.

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Objective 5.1: Position the institution financially to assure viability and growth.

Strategy	Completed Actions	Responsible Dept	AQIP
5.1.1: Demonstrate effective management of resources.	The College's financial condition is healthy. Will continue to monitor revenue/expenditures to ensure healthy finances.	President	5
5.1.2: Ensure financial viability through short- and long-term budgeting.	No actions reported.	VP Finance	8
5.1.3: Advocate for improved public funding for community college education.	No actions reported.	VP Finance	5
5.1.4: Pursue alternative funding sources to enhance the College's financial position.	No actions reported.	VP Finance	6

Objective 5.2: Promote an organizational environment that values and supports employees.

Strategy	Completed Actions	Responsible Dept	AQIP
5.2.1: Regularly conduct an employee satisfaction survey.	Administered the Chronicle of Higher Education best places to work for survey and will participate in the 2011 survey. Hope to see increased participation and satisfaction. 1st year we received recognition in two areas; the 2nd year we did not but more colleges participated.	HR	4
5.2.2: Review compensation and benefits for all employees to ensure the institution is competitive.	In 2010, all benefits were marketed and new rates were negotiated. An insurance committee was involved with the decision making. In 2007, a classification study was conducted; review classification for one stop positions; determine if a salary and grade change is needed; in 2011, the college will continue with UHC for medical insurance but with some plan changes and the continuance of the H.S.A contribution. Dental will remain with UHC with no plan changes or rate increase. Vision will remain with VSP with no plan changes but decrease in rates. Life insurance is being moved to Reliance Standard with additional benefits and rate reductions. In 2008 the new classification system was implemented after a complete job assessment and market salary comparison.	HR	4
5.2.3: Recruit and retain high quality faculty and staff.	Ongoing; Advertise for anticipated openings for the spring and fall; have positions filled within 30 days of posting for all support staff positions; fill time varies on the position.	HR	4
5.2.4: Improve the effectiveness of new employee programs.	Implemented a walking challenge in the fall of 2010. Reviewed success and advertising for the spring. Looking to increase participation.	HR	4

Goal 5: Continuously improve human, physical and financial resources.

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Objective 5.2: Promote an organizational environment that values and supports employees.

Strategy	Completed Actions	Responsible Dept	AQIP
5.2.5: Review and update personnel policies and procedures.	Developed the new FMLA and nursing mothers procedures to be compliance with the Laws. Implemented background check for part-time employees as well as full-time employees for 2011	HR	4
5.2.6: Review the effectiveness of the performance appraisal process.	Currently researching other colleges plans	HR	4
5.2.7: Increase participation in training and development opportunities.	Offered a variety of training sessions throughout the year which include web based - Supervisor 8 Series, Care 24 workshops, performance appraisals. Employees have been actively participating in workshops; happier, healthier and more efficient employees.	HR	4

Goal 6: Maintain, improve and expand facilities to provide a safe and effective learning environment.

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Objective 6.1: Identify and address facilities and infrastructure needs in alignment with institutional planning.

Strategy	Completed Actions	Responsible Dept	AQIP
6.1.1: Review and maintain a current Building Master Plan.	No actions reported.	VP Finance	8
6.1.2: Develop and implement an annual process to identify construction, renovation and campus improvement needs.	No actions reported.	VP Finance	8

Objective 6.2: Ensure the campus and off-campus sites provide a welcoming and pleasing image.

Strategy	Completed Actions	Responsible Dept	AQIP
6.2.1: Extend the life and functionality of existing buildings and grounds through preventive maintenance.	No actions reported.	VP Finance	6
6.2.2: Enhance the natural environment, character, and beauty of the campus.	No actions reported.	VP Finance	2

Objective 6.3: Ensure the health, safety and security of those on campus.

Strategy	Completed Actions	Responsible Dept	AQIP
6.3.1: Review and update the emergency plan and comply with campus safety requirements.	No actions reported.	VP Finance	6
6.3.2: Ensure all campus areas comply with ADA regulations.	No actions reported.	VP Finance	6
6.3.3: Improve campus emergency communication.	No actions reported.	VP Finance	5

Goal 6: Maintain, improve and expand facilities to provide a safe and effective learning environment.

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Objective 6.4: Improve and expand campus signage.

Strategy	Completed Actions	Responsible Dept	AQIP
6.4.1: Develop a signage plan for all facilities.	No actions reported.	VP Finance	6
6.4.2: Implement a digital signage system.	No actions reported.	VP Finance	6
6.4.3: Develop a process for modifications to signage.	No actions reported.	VP Finance	6