

# 2011 Strategic Initiatives Progress Report

(Click on any objective for more details)

Progress Indicators	
<b>Short-Term Strategies</b>	
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; Implement w/in year	
<b>Long-Term Strategies</b>	
O - On-going planning	

<b>Goal 1: Continuously improve processes and programs to recruit and retain successful students.</b>						
<b>Objective 1.1: Improve practices that enhance academic, career and technical, and personal goals.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>X</b>	<b>O</b>
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.						✓
<b>Objective 1.2: Improve the accuracy of student placement in appropriate courses.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>X</b>	<b>O</b>
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.						✓
<b>Objective 1.3: Improve the success of "at-risk" students.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>X</b>	<b>O</b>
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.	✓					
<b>Objective 1.4: Improve access for all students to achieve postsecondary education.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>X</b>	<b>O</b>
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.			✓			
<b>Goal 2: Continuously improve the quality, effectiveness and awareness of student support services.</b>						
<b>Objective 2.1: Assess student support services needs and satisfaction.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>X</b>	<b>O</b>
2.1.1: Implement the student services assessment plan.		✓				
2.1.2: Implement a student complaint process.		✓				
<b>Objective 2.2: Effectively support students' transition from ECC.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>X</b>	<b>O</b>
2.2.1: Align advisement practices to ease success in transfer to baccalaureate institutions.						✓
2.2.2: Improve communication of available job opportunities.						✓
<b>Objective 2.3: Improve communication and collaboration within student support services and other units of the College.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>X</b>	<b>O</b>
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.	✓					
<b>Objective 2.4: Increase the awareness and utilization of student service programs.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>X</b>	<b>O</b>
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.						✓

# 2011 Strategic Initiatives Progress Report

(Click on any objective for more details)

Progress Indicators
<b>Short-Term Strategies</b>
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; Implement w/in year
<b>Long-Term Strategies</b>
O - On-going planning

<b>Goal 3: Continuously assess and improve academic programs and curriculum.</b>						
<b>Objective 3.1: Research and identify educational opportunities to expand offerings.</b>	1	2	3	4	X	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.			✓			
<b>Objective 3.2: Improve the College's comprehensive enrollment management processes.</b>	1	2	3	4	X	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.						✓
<b>Objective 3.3: Effectively and systematically assess student learning.</b>	1	2	3	4	X	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.						✓
<b>Goal 4: Continuously improve ECC through educational programs, events and partnerships for the community.</b>						
<b>Objective 4.1: Provide opportunities for lifelong learning and personal enrichment.</b>	1	2	3	4	X	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.						✓
<b>Objective 4.2: Establish an institutional marketing and branding strategy.</b>	1	2	3	4	X	O
4.2.1: Identify and improve all modes of institutional communication.						✓
4.2.2: Redesign ECC Website.				✓		
<b>Objective 4.3: Enhance and maintain community and business relationships.</b>	1	2	3	4	X	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.						✓
<b>Objective 4.4: Strengthen and increase educational partnerships.</b>	1	2	3	4	X	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.						✓

# 2011 Strategic Initiatives Progress Report

(Click on any objective for more details)

Progress Indicators	
<b>Short-Term Strategies</b>	
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; Implement w/in year	
<b>Long-Term Strategies</b>	
O - On-going planning	

Goal 5: Continuously improve human, physical and financial resources.						
<b>Objective 5.1: Position the institution financially to assure viability and growth.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>X</b>	<b>O</b>
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.						✓
<b>Objective 5.2: Promote an organizational environment that values and supports employees.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>X</b>	<b>O</b>
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.						
<b>Objective 6.1: Identify and address facilities and infrastructure needs in alignment with institutional planning.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>X</b>	<b>O</b>
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.		✓				
<b>Objective 6.2: Ensure the campus and off-campus sites provide a welcoming and pleasing image.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>X</b>	<b>O</b>
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.						✓
<b>Objective 6.3: Ensure the health, safety and security of those on campus.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>X</b>	<b>O</b>
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.						✓
<b>Objective 6.4: Improve and expand campus signage.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>X</b>	<b>O</b>
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.

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

### **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.	Catalog process. Fact sheets for all AAS and certificates complete; AA, AFA, AAT and AS are underway	VP Instruction	1
1.1.2: Identify and incorporate sought after workplace skills into programs.	Technical Skills Attainment skills assessments have been introduced in all Career & Technical programs. Continue to meet with Advisory Boards to incorporate the appropriate workplace skills and align curriculum to Career and Technical accreditation and industry standards. Reworked (?) the career course. Attended a statewide summit.	VP Outreach	1
1.1.3: Administer survey tools to current and former students to measure satisfaction and gather feedback on instruction and curriculum.	Done each semester; plan to use the IDEA system in Spring or Fall of 2012 to gain some nationally normed data on teaching and learning	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.	Community College Readiness Standards adopted in January 2011; all CC's aligned. Implemented standards in fall 2011.	VP Instruction	7
1.2.2: Investigate the correlation between placement scores and academic success	Produced correlation reports for academic depts. upon request. Collaborated with VP of Instruction to help establish the new placement scores for the statewide College Readiness standards. Establishing College Readiness benchmark data. Embedding assessments for improved results; will review results once fully implemented.	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.	New full service learning center (TLC) opened in summer 2011. Activities in TLC include class visits, TLC newsletter, tutoring posters, study group sessions, Open House activities, National Tutor Week activities, and focusing on additional activities to bring students to TLC. Promotional materials (website, brochures, bookmarks, etc.) for TLC have all been updated; additional materials promoting TLC services and Academic Boot Camps have been created and distributed on main campus and off-site locations. Regularly offering an Academic Boot Camp for returning learners. Revamped the TLC website according to best practices recommended by NCLCA/LSCHE (organization who grants awards to leading TLC websites). Offering a new program for time-management assistance, called College Coaching. Seeking TLC accreditation.	Learning Center	1

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

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

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

Strategy	Completed Actions	Responsible Dept	AQIP
1.3.2: Conduct a comprehensive review and prepare an annual report on ECC developmental education.	Developmental Education Advisory committee formed in spring 2011.	VP Instruction	7
1.3.3: Improve the success rates of students enrolled in remedial coursework.	Developmental Education Advisory committee formed in AY 2011 to assist with programming to promote and improve success in remediation; benchmark data gathered; assessment tools established for developmental coursework	VP Instruction	1

### **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.	Board of Trustees raised tuition by \$5 per credit hour effective with 2011 Fall term. College continues to have the lowest tuition and required fees in the state of Missouri.	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.	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 campaign is currently being reviewed and revised. The ECC Foundation continues to reach out to donors to increase support. The Foundation Board has adopted a new strategic plan to address financial needs and also purchased a new software program to allow for online donations. An updated website with current information has been created.	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. Worked with the Warrenton Higher Education Committee to develop a plan for a satellite location including rent abatement and partnership with Warrenton High School and Lindenwood University. Developed curriculum in Warrenton for program and/or degree offerings to begin in spring 2012. Realigned oversight at Sullivan Site to report to Rolla Director and combine efforts for scheduling offerings and student services. Realigned CWD Director as site Director to ECC Washington.	VP Outreach	8

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

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

### **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 an online survey for students who use the one stop services and library. Administered the CCSSE survey in Spring 2011. Presented findings to faculty and staff. Student Service Center check-in data collected. Assessment subcommittee revising the Student Services Assessment plan.	VP Students	3
2.1.2: Implement a student complaint process.	Action project completed fall 2011. Piloted complaint process. Revising the complaint process based on feedback received. Forms and process developed and shared with faculty and staff. Informal complaint resolution was effective; no formal complaints filed.	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.	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.	After piloting a one stop student services in temporary facilities, student services moved back to a renovated building in August 2011. Training and evaluation is ongoing as staff transition to a one stop Student Service Center. Hired 2 PT Evening Services Specialists to replace single-function Evening Administrators. New attendance reporting cut back on disbursement of unearned financial aid.	VP Students	6
2.3.2: Improve communication between instructional administration and student advising.	During the AD building remodel, advising staff were embedded within some of the academic departments which greatly improved communication. Note: this is not a strategic goal; needs to be eliminated from Strategic Plan	VP Instruction	5
2.3.3: Coordinate regular consultation between student support services and IT.	Conducted a Datatel Road Mapping process to evaluate usage of currently owned student information software and plan for additional software purchases. Hired a temporary programmer to write Financial Aid programs. Direct deposit for students was implemented.	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. Implemented the Maxient behavioral intervention software. Gained a better understanding of Datatel capacity and resources available.	VP Students	6
2.4.2: Promote and improve print and Web-based support service materials.	Began development of online student admission application. College catalog partially published online.	VP Students	6
2.4.3: Update and expand library and learning center services.	In June 2011, the Library and Learning Center moved back into the renovated Buescher Hall. This new space includes group study rooms, an instructional lab, a copier room, a computer lab, and quiet/study zones. In addition, the library was awarded an ECC Foundation Mini Grant to purchase 3 netbooks and cases. These small computers are available to students for 2-day checkout. The library continues to trial and review new databases and other electronic resources and purchased over \$3000 worth of ebooks, online books that can be view 24/7 by unlimited users.	Library	1
2.4.3: Update and expand library and learning center services.	Procedures & policies were updated for new space, including shared scheduling of L2 Lab and of separate Group Study rooms. Packet is near-ready for submission to certifying organization (delay related to new formatting requirements). TLC staff has adapted to new location. The "TLC P&P Manual," outlining our staff policies and procedures, has been almost entirely rewritten. Weekly staff meetings helped in finding solutions to challenging situations on account of the new set-up. Testing procedures have been more clearly defined and outlined, not only for the new Testing Center on the Union campus, but regarding procedures for inter-campus test submission and handling as well. Forms have been standardized for testing at all ECC locations. Grad! St. Louis has expanded its services to include learning communities in the form of study groups and has also implemented a "College Coaching" program aimed to assist students with time management. Courier drop-off and pick-up has been added to services at The Learning Center desk. Policies and procedures for the courier have been established and communicated to faculty, yet a few scheduling issues still remain.	Learning Center	1
2.4.4: Identify and promote support services to new students through the Foundation Seminar.	Foundation Seminar program continues to improve based on student and faculty feedback	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 in Union and Rolla to twenty-three. Researched other community college leadership and/or service learning opportunities.	VP Students	2



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

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

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

Strategy	Completed Actions	Responsible Dept	AQIP
3.1.1: Maintain institutional accreditation.	ECC achieved Reaffirmation of Accreditation in 2011. The institution is currently working on three action projects-Emergency Planning, Common Learning Objectives, and Going Green. Going Green will continue, but the other two will be closed out this year. We are also preparing to launch three new projects-Ethics Assessment, Smoke-Free Campus, and Bridge partnership project in conjunction with Washington High School. Our second Systems Portfolio is due in November 2012 and a portfolio committee is currently working on composing the document. Additional program accreditation is underway in Early Childhood, the college Learning Center, Music, Art, and Health Information Technology.	AQIP Liaison	5
3.1.2: Explore opportunities for new program development.	New programs developed; program review process underway to continuously evaluate existing programs for viability and community need.	VP Instruction	1
3.1.3: Promote and expand distance learning offerings.	Training continues; limitations in staffing and technology hamper the ability to do more	VP Instruction	1
3.1.4: Improve use of instructional technology by faculty.	Training continues; all classrooms have some technology	VP Instruction	1
3.1.5: Implement a comprehensive program review process.	Fully implemented in AY 11-12; data and reports part of the Assessment Report; schedule through 2014 completed	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.	Course schedule process has improved - now includes regular meetings with satellite staff as the schedule is being developed	VP Instruction	1
3.2.2: Expand the marketing of programs and offerings at ECC.	Working with the Office of Career/Technical Programs and Outreach, several Showcase events were held on campus to promote ECC programs. We continue to improve the booklet that includes the listing of continuing education classes/campus news and upcoming events that is mailed to 50,000+ households 4 times each year. Ads re: ECC offerings and events run on an almost continuous basis on local radio stations and in the Washington Missourian.	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 and online counselor communication. Held Career & Technical Showcases. Conducted Tech Prep high school visits. Held free evening workshops in financial aid and the college-going process. Increased Warrenton offerings. Hosted MO Young Achievers events for middle school and high student students.	VP Students	3
3.2.4: Increase enrollment in credit and non-credit offerings.	Offering new programs directly related to workforce, i.e. Certified Nursing Assistant, Truck driving and have increased enrollment in these areas. Held more recruiting events for Career and Technical programs and have updated website with Marketing Fact sheets .	VP Outreach	8



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

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

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

Strategy	Completed Actions	Responsible Dept	AQIP
3.2.4: Increase enrollment in credit and non-credit offerings.	Increased advertising and mailings. Offered free College 101 and Career Planning workshops in the evening to prospective students and parents. Offered FAFSA February Workshops at each local high school campus, as well as ECC. Reorganized Dual Technical Credit high school contacts. Shared tuition comparison chart with local high school counselors and A+ coordinators. Advisors contacted students who had not yet registered.	VP Students	8

### **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.	see strategy 3.3.4	VP Instruction	7
3.3.2: Develop a model for assessing common learning objectives.	ECC has created a process for assessing the CLO Communication, gathering results SP 2010. We will also gather results FA 2011 and SP 2012. CLO Critical Thinking has been introduced this semester, embedding the critical thinking portion of the CAAP test into selected sections. The CLO Ethics has not been assessed, but an Action Project is now working on this issue.	AQIP Liaison	7
3.3.3: Provide assessment related development opportunities.	Assessment workshops offered each in-service and are included as part of the faculty development plan; assessment workshops offered periodically in the summer (as needed).	VP Instruction	4
3.3.4: Investigate and communicate effective assessment practices.	Assessment committee is developing an institutional assessment plan; annual goals are established. Hold annual assessment workshops.	VP Instruction	7

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

(Click to return to Summary)

### 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.	The CWD held a Visioning Session with community members in May 2011 . Areas of continuing education and workforce needs were identified from the event in the following: a chart was developed to prioritize what CWD could do with or without partners, things that ECC Business Ed could better do, Chamber/Economic Development/Municipal partners could better do. Also, began to track class registrations and class cancellation and class evaluations. Conducted a planning session with Business Faculty	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 2011-2012. Started a monthly patrons e-newsletter to communicate and inform patrons of upcoming events. We also have a Patrons Facebook account to market our events and activities. Added a speaker series.	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.	A short video was created showcasing ECC students and faculty on the Union campus which can be used by Admissions and is also posted on the ECC website. New :30 commercials (not campus specific) were created to air on local cable channels. The new website provides more flexibility in creating/updating information. We continue to expand its use. Monitors in the BH lobby allow us to dispense information about events, campus organization meetings and reminders for students about deadlines, etc. in an eye catching manner.	PR	5
4.2.2: Redesign ECC Website.	New website deployed and working on process to evaluate and approve changes to site.	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.	The VP of Career and Outreach is a member of Jefferson/Franklin County WIB Board and the Union Development Corporation. CWD and Career and Outreach sponsored State of the Workforce Summit October 2011, a panel discussion and fall joint advisory board meeting. The Director in Rolla is involved in Chamber. The ECC Washington Site Director is a member of several community organizations. Received the Grad St. Louis Grant of \$700,000 for the development of programs and scholarships in the areas of IT, Health and Green Remediation. Received Training For Tomorrow funding for HIT, BMT, Chem Tech, Culinary and Lpn-Rn Bridge program. Will receive new MO-Health Wins Grant. Components of grant cover non-credit programs.	VP Outreach	9

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

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

### **Objective 4.3: Enhance and maintain community and business relationships.**

Strategy	Completed Actions	Responsible Dept	AQIP
4.3.2: Assess employer satisfaction with ECC graduates as part of the Student Services Assessment Plan.	Began work with Career and Outreach VP to identify Career Service Department priorities	VP Students	9
4.3.3: Increase support and improve relationships with ECC alumni.	Started an alumni e- newsletter that goes out monthly to promote alumni achievements. Purchased a new software program that allows for interaction through the web. Also starting an alumni LinkedIn page. We also have Facebook and twitter accounts for alumni.	Foundation	2
4.3.4: Conduct a regular assessment of community opinion regarding ECC.	Due to budget constraints, opinion survey was not conducted.	President	5

### **Objective 4.4: Strengthen and increase educational partnerships.**

Strategy	Completed Actions	Responsible Dept	AQIP
4.4.1: Develop partnerships to provide diverse educational opportunities.	Have developed a partnership with Four Rivers and RTI, and third party educational providers through Continuing Education. Regional partners for Satellite operations. Opened a facility with Warrenton High School and Lindenwood	VP Outreach	9
4.4.2: Provide, through partnerships, on-site delivery of baccalaureate level coursework.	Partnership with Central Methodist continued for additional year. Additional options will be explored.	President	9
4.4.3: Create and maintain articulations to ensure seamless transfer to and from ECC.	Some articulation agreements have been added;	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.

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

### **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.	College financial position continues to be positive, careful monitoring of expenditures and revenues will continue. Completed the AD building remodel. Despite cuts, tuition has remained the lowest in the state.	President	5
5.1.2: Ensure financial viability through short- and long-term budgeting.	Annual budget process begins in January and carries through to board adoption in May. FY13 budget will include projections for future years.	VP Finance	8
5.1.3: Advocate for improved public funding for community college education.	Continue to work with legislators on community college funding. Strong membership in MCCA.	VP Finance	5
5.1.4: Pursue alternative funding sources to enhance the College's financial position.	College has secured several state/federal grants for a variety of programs.	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 for Higher Educations Best Places to Work for survey in 2009 & 2010, but no actions in 2011 due to remodeling. Will be continuing with this survey in 2012.	HR	4
5.2.2: Review compensation and benefits for all employees to ensure the institution is competitive.	The benefits are reviewed in the fall each year, by the broker, insurance committee, HR and Finance. Based on these findings, carrier changes in medical and dental insurance will take place in 2012. Continue to offer three insurance plans	HR	4
5.2.3: Recruit and retain high quality faculty and staff.	We have continued to recruit and retain quality staff. Continue to advertise for anticipated openings in the spring and fall. Advertisement includes career specific journals. Moved to more online postings versus print postings. Hired staffed for the Training for Tomorrow grant in 2010-11.	HR	4
5.2.4: Improve the effectiveness of new employee programs.	Implemented the walking challenge in the fall of 2010. Reviewed the success and advertised to increase in order to have healthier employees and reduce claims. Fosters teamwork, increased morale, and weight loss. Developed a new benefits brochure but due to change in carrier will have delay in implementing. Added sneaker's day to Denim day. continue to request employee feedback/suggestions. In 2011, recognized as a Fit Friendly Company through AHA.	HR	4

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

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

### **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.	Have up-to-date policies that reflect changes in the procedures. The timeline is to start Fall 2012 to review and solicit input from VP's and supervisors.	HR	4
5.2.6: Review the effectiveness of the performance appraisal process.	Reviewed the process and gathered feedback from supervisors. Also researched other colleges plans. A new plan was introduced in Spring 2011 with much success. Plan to implement the same review process and form for 2012.	HR	4
5.2.7: Increase participation in training and development opportunities.	Offered our CARE 24 workshops for employees throughout the year. Continue to offer webinars and conducted performance appraisal training for supervisors in the spring 2011. CHC Wellness online workshops were available to employees. Worked with Quality Coach and Continuing Education to offer a Supervisory Leadership Series in 2011 with several participants. Workshops were half days and included participants from other companies. Continue to offer In-service training in Fall and Spring. Continue to offer educational assistance for full-time employees.	HR	4

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

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

### **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.	Facilities Advisory Committee has been formed and has developed list of projects and prioritized them. Committee will be a standing group. Will look at similar process for off-campus facilities.	VP Finance	8
6.1.2: Develop and implement an annual process to identify construction, renovation and campus improvement needs.	Completed in spring 2011. Committee established. Initial assessment/identification of facility needs. Criteria established for evaluating needs. A rubric has been developed.	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.	Project list developed by Facilities Advisory Committee includes some maintenance/repair projects. Will continue to address preventive and deferred maintenance as funds are available.	VP Finance	6
6.2.2: Enhance the natural environment, character, and beauty of the campus.	Facilities Advisory Committee has identified some projects that deal with the outdoor campus, sidewalks, etc. Added a retention pond, started the Green Falcons student group and launching tobacco free campus action project.	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.	Completing the action project, but plan is ongoing. Plan updated with contact information, new facilities. Initial training provided (first aid).	VP Finance	6
6.3.2: Ensure all campus areas comply with ADA regulations.	Compliance is ongoing.	VP Finance	6
6.3.3: Improve campus emergency communication.	Emergency Planning Committee has updated emergency plan and established subcommittees, including one for emergency communication. Options have been identified. Preliminary exploration of existing resources to provide text messaging to staff and/or students. An ECC designated first responder is assigned to each day of the week.	VP Finance	5

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

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

### **Objective 6.4: Improve and expand campus signage.**

Strategy	Completed Actions	Responsible Dept	AQIP
6.4.1: Develop a signage plan for all facilities.	Not started; discussed in facilities advisory group.	VP Finance	6
6.4.2: Implement a digital signage system.	Digital signs in use in Buescher Hall. Digital sign and content software in place and being utilized, as of Sep. 2011.	VP Finance	6
6.4.3: Develop a process for modifications to signage.	Not started.	VP Finance	6