EAST CENTRAL COLLEGE

Strategic Plan

2014 – 2020

Vision

East Central College will be a dynamic, innovative college of choice.

Mission

As the primary provider of higher education in the area, East Central College will serve the needs of those in the college district and service region by providing quality educational programs and services. As an open access institution, the College will serve students who have a range of preparation and ability. As a learning organization, the College will preserve and enhance its commitment to continuous quality improvement. As a planning institution, the College will make decisions informed by data.

Purposes

East Central College will fulfill its mission by:

- Providing associate degree programs and coursework to prepare students for transfer to baccalaureate institutions.
- Providing associate degree and certificate programs to prepare students with career skills to enter or advance in the workforce.
- Preparing students in core academic areas for success in college-level studies.
- Surrounding its academic programs with supplemental learning opportunities and support.
- Creating a safe learning environment that is student-centered and effective in its delivery of services.
- Providing the resources and support needed to meet students' educational and personal goals.
- Enhancing campus life through extracurricular activities and community events.
- Providing business and industry services and training in support of regional economic development.
- Offering continuing education, professional certification, and personal enrichment opportunities.
- Being a center of cultural activities, providing enrichment to the community.

Values

East Central College is committed to the highest ethical and professional standards of conduct Employees and constituents recognize that the College is held in trust for the community. The college and its employees are committed to the following:

Integrity—Individuals will conduct themselves with integrity in dealings with and on behalf of the college, and will be honest and impartial in actions taken within and on behalf of the institution.

Excellence—Employees will conscientiously strive for excellence in their work.

Dignity—College employees will respect the dignity of all persons.

Accountability—Those associated with the College will be accountable as individuals and as members of the community for ethical conduct and compliance with applicable laws, policies and directives; they will be good stewards of the resources entrusted to their care.

Environmental Responsibility—College employees will respect the environment and be good stewards of the institution's surroundings and the world.

Global Citizenry—College employees will respect individual differences in cultural, academic and socioeconomic backgrounds. Individuals will learn from the diversity of people, ideas, and opinions.

Stakeholders

The college serves many stakeholders and is committed to identifying and responding to their needs and expectations. These stakeholders include:
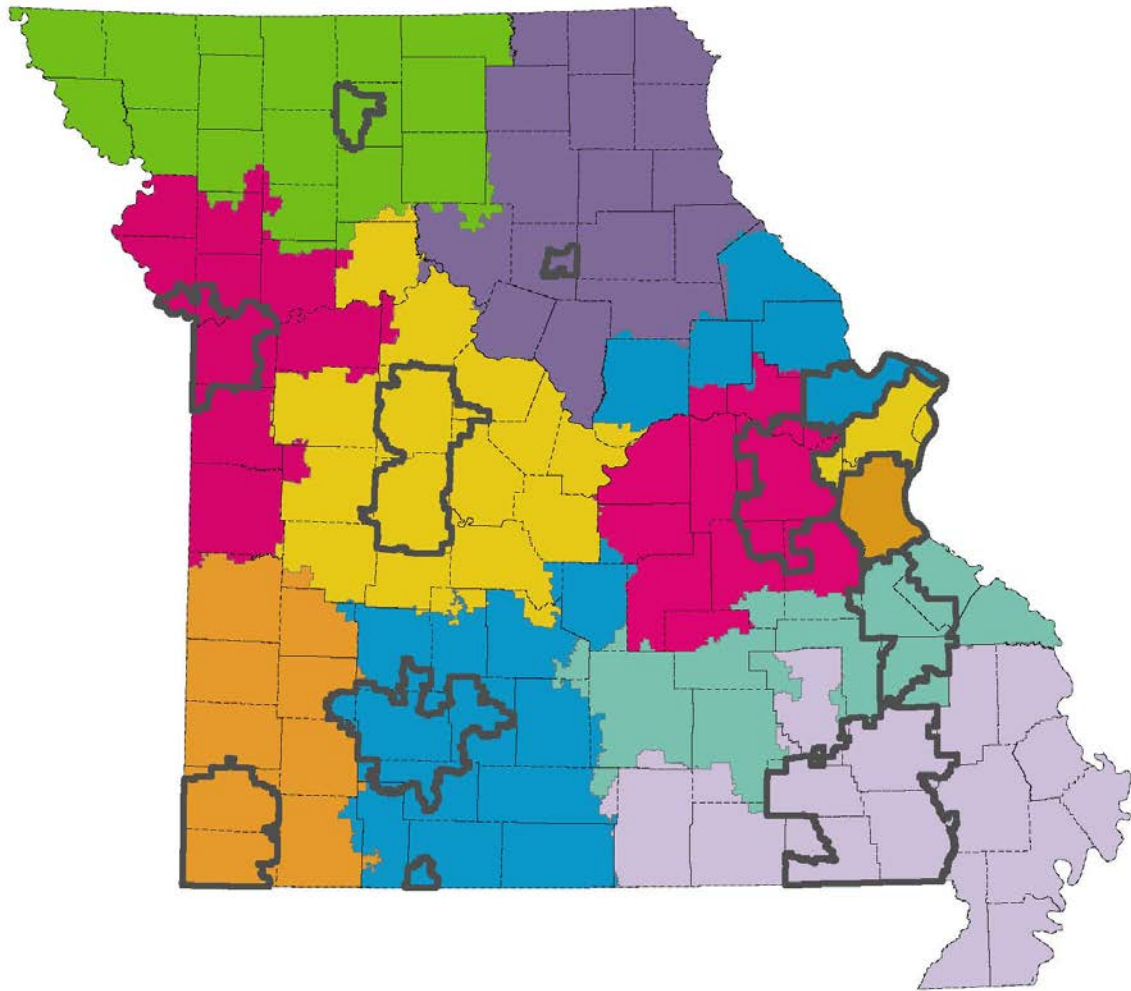
- Prospective, current and former students
- Communities served by the college
- Employers
- Educational partners, including pre-K-12 educators, transfer institutions, and peer community colleges
- Foundation members, donors, and other supporters of the college.
- Accreditors
- Local, state and federal government
- Grant entities or agencies
- College employees

The college is specifically charged with serving stakeholders in the college district and service region.

District—East Central College was created, and is locally supported by, residents of the college district. The East Central College District includes six public K-12 school districts: Crawford County R-1 (Bourbon), New Haven, St. Clair R-13, Sullivan C-2, Union R-11 and Washington; as well as four public K-8 districts: Franklin County R-2, Lonedell R-14, Spring Bluff R-15 and Strain-Japan R-16. This taxing district includes most of Franklin County and portions of Crawford, Gasconade, St. Charles, Warren, and Washington Counties.

Service Region—Beyond the college district, East Central College is charged by the State of Missouri with providing programs and services to an extended service region comprising portions of Franklin, Warren, Gasconade, Osage, Maries, Phelps, Dent and Crawford Counties.

The following map illustrates the college districts and service areas for the State of Missouri:

⌐ Counties	Metropolitan Community College	St. Charles Community College
▢ Taxing Districts	Mineral Area College	St. Louis Community College
Crowder College	Moberly Area Community College	State Fair Community College
East Central College	North Central Missouri College	Three Rivers Community College
Jefferson College	Ozarks Technical Community College	

Summary

The vision, mission, and values of the institution, and the stakeholders whom the college serves, form the basis of the college's strategic planning process and the goals, objectives, and strategies identified in this plan.

Goals/Objectives/Strategies

CATEGORY ONE: HELPING STUDENTS LEARN

GOAL ONE: **ECC is committed to quality academic programming that provides preparation for transfer to baccalaureate programs and preparation for entering the workforce.**

Objective 1: Maintain an array of degree programs and certificates that lead to employment opportunities.

Strategies
- Develop new program opportunities.
- Establish benchmark graduation data for program relevancy and efficacy
- Review certificates to include a general education element
- Develop quality internship opportunities for qualified students

Objective 2: Maintain transfer degree programs that are of appropriate rigor, readily transferable and articulated to transfer institutions.

Strategies
- Establish baseline data for student success at transfer institutions.
- Annually review general education options for transferability

Objective 3: Improve and expand distance education programming and offerings

Strategies
- Develop an online intake tool.
- Establish a fully online degree program(s)
- Develop assessment tools specific to online teaching and learning
- Provide an annual report to the Assessment Committee regarding assessment of on-line learning.

Objective 4: Provide appropriate programming to align with the needs in ~~our~~ satellite operations

Strategies
- Use surveys to determine programming needs
- Develop business and industry partners in the service region
- Develop programs based on survey responses

Objective 5: Continue to explore opportunities for voluntary external program accreditation.

Strategy
- Increase the number of programs seeking external accreditation

Objective 6: Explore opportunities for increased dual credit and dual technical credit offerings

Strategies
- Seek accreditation for the dual credit program
- Increase K-12 partner programs aligned with higher education programming
- Assess the number of districts in which dual credit courses are offered
- Assess dual credit course offerings.

Objective 7: Serve as the sole comprehensive higher education center in the region. The college is committed to meeting the needs of residents through an array of programs and services designed to support their educational goals.

Strategies
- Provide and expand programs and services intended to serve prospective college students, including opportunities for students and families to explore options for choosing and paying for college.
- Promote and expand public opportunities to enhance global awareness and cultural enrichment for the region.

Objective 8: Work with partners to ensure students best prepare for post-secondary education and to identify opportunities to enhance the B-12 programming in the region.

Strategies
- Increase college readiness by working with educational partners to improve college readiness among area high school students
- Serve as a site for academic and/or extracurricular competitions for B-12 students.

GOAL TWO: **In support of its academic programming, ECC provides an array of incoming student programming and academic support services.**

Objective 1: Implement options for students to successfully and efficiently complete needed college preparatory programming.

Strategies
- Establish first semester schedules for students transitioning to college level coursework
- Improve advisement practices to ensure targeted populations are enrolled appropriately
- Continue to expand pre-enrollment programming (high school bridge action projects)

Objective 2: Improve retention in the student's first semester core courses.

Strategies
- Establish gateway courses based on the meta-major model
- Determine baseline data on first semester success

Objective 3: Improve and expand transitions programming and other student programing for new students.

Strategies
- Use survey data to identify student needs in new student programming
- Continue to improve orientation programming

Objective 4: Improve student learning support programs and services

Strategies
- Continue to evaluate learning support services
- Develop program specific learning support opportunities

Objective 5: Expand academic support services and incoming student programming to satellite operations

Strategies
- Provide satellite location students access to learning support
- Develop metrics to guide staffing at satellite locations to ensure appropriate levels of services

Objective 6: Improve student completion rates

Strategies
- Improve completion rates for FT students.
- Develop strategies aligned with the current action project on completion to aid students to completion
- Develop and implement advising practices that promote student learning, retention and completion
- Review and implement opportunities for student entry requirements into programming

GOAL THREE: **Continuously review and update assessment of student learning practices.**

Objective 1: Develop a reporting tool on the use of assessment data to improve learning and other academic support services for students.

Strategies
- Improve the reporting of improvements within the Assessment Report

- Improve student preparation levels, success in developmental coursework, and student success to guide programming

GOAL FOUR: **Align the Common Learning Objective (CLO) and General Education requirements.**

Objective 1: Simplify the general education requirements for transfer degree completion.

   Strategies
   - Review current general education needs and their alignment with the CLO's
   - Follow the recommendations of the action project

Objective 2: Align the general education requirements in the AAS, AS and AFA based on the CLO's

   Strategies
   - Establish a minimum general education requirement by degree type
   - Determine a general education model based on the CLO's

GOAL FIVE: **Increase the numbers of full-time faculty.**

Objective 1: Establish a benchmark of a department/program minimum of 75% of student credit hours to be taught by full-time faculty

   Strategies
   - Use program review data to establish department, program and overall benchmarks.

Objective 2: Seek opportunities to partner with other institutions on faculty positions

   Strategies
   - Explore and expand partnership opportunities with P-12 and higher education institutions

Objective 3: Provide adjunct faculty the tools and resources to excel in the learning environment.

   Strategies
   - Provide regular and frequent workshop and training opportunities for adjunct faculty
   - Improve the recruitment and retention of adjunct faculty

CATEGORY TWO: MEETING STUDENT AND OTHER KEY STAKEHOLDER NEEDS

GOAL ONE: **East Central College is committed to providing students and other stakeholders with quality programs and services by collecting and analyzing data designed to understand current needs and levels of satisfaction.**

Objective 1: Evaluate current methods for identifying changing needs of students and establish systematic processes for setting a course of action to meet those needs.

Strategies
- Stay abreast of changes to the College's academic programming and technology issues in order to provide up-to-date, relevant materials and software, and train staff accordingly.
- Annually survey and evaluate survey results to develop action plans to address student concerns. Evaluate survey tools regularly to assure relevancy.
- Assess trends in enrollment and placement data for all ECC locations to anticipate staffing and equipment needs.
- Determine enrollment goals for each ECC location based upon baseline of prior year and establish a rate of enrollment growth for subsequent years.
- Assess enrollment processes and procedures to determine strengths and opportunities.
- Based on Noel Levitz SSI feedback, provide annual professional development on Customer Service, mandatory for front-line employees, but open to all interested employees, to foster a student-centered service model.
- Develop and annually administer an internal survey to evaluate processes that do not serve internal stakeholders and, when necessary, develop a plan for change.
- Publicize the student complaint process and develop a formal process to analyze feedback and develop corrective action.
- Increase college entrance rate of recent high school graduates.
- Provide opportunities for students to learn about academic and career opportunities upon graduation from high school.

Objective 2: Maintain affordable programs and services for students.

Strategies
- Evaluate and monitor payment through third-party hosted online option. Create separate payment plans for Financial Aid and non-Financial Aid students with payment delay for Financial Aid students.
- Evaluate timelines for payment, financial aid awards and appeals, and purging non-paid students to ensure fairness for students while increasing efficiency for the college.

- Review budgeting procedures to maximize student awards for scholarships and work study.
- Annually review the ECC student loan default rate in comparison with like institutions and determine strategies to decrease debt and default.

Objective 3: Provide for students and the public an array of cultural enrichment opportunities.

Strategies
- Offer an array of offerings in the fine and performing arts and schedule public events with speakers who are experts on a range of topics for the benefit of students and the general public.

- Provide opportunities for the public to participate in the fine and performing arts.

- Through scholarships and other means, the college will provide opportunities for students to pursue academic and career interests in the fine and performing arts

Objective 4: Provide for students an array of campus activities and events to increase student involvement.

Strategies
- Create and implement a Student Involvement Plan that identifies successful methods of engaging students in campus and community activities that enable them to enhance learning opportunities beyond the classroom and further engage in the betterment of their community.
- Create and implement a calendar for monthly college-wide celebrations of diverse populations.
- Create and implement a co-curricular plan for service opportunities whereby students will have the opportunity to serve and engage with the community.
- Improve the New Student Orientation program that acclimates students to the college environment while helping them to connect with other students.
- Create a Second Year Experience program with a strategic communication plan to identify and reach out to these students at specific points in the enrollment cycle.

GOAL TWO: **East Central College is committed to continuously building and improving relationships with all internal and external stakeholders.**

Objective 1: Develop processes to obtain information from secondary and post-secondary educational partners in order to anticipate and meet the changing needs of incoming students and graduating/transferring students.

Strategies
- Host semi-annual meetings with high school counselors and teachers regarding programming for incoming students (to include Placement Testing, bridge programs, learning communities, program specific Foundation Seminars, FAFSA Nights, and College 101 offerings).
- Arrange at least two visits per semester at each of our primary high schools

ECC-Union:	ECC-Sullivan:	ECC-Rolla
1) Union	8) Sullivan	9) Rolla
2) Washington		10) St. James
3) St. Francis Borgia		11) Newburg
4) St. Clair		12) Bourbon
5) New Haven		
6) Crosspoint		

- Create and maintain articulation agreements with transfer institutions to ensure seamless transfer to and from ECC.
- Provide more transfer school communication and visibility by
    - Developing a schedule for routine communication with transfer schools,
    - Offering a space to four-year schools on campus for the purpose of advisement,
    - Advertising transfer scholarships
- Evaluate additional opportunities for on-site delivery of baccalaureate level coursework.
- Regularly engage and seek input from business and industry partners to help strengthen our programs to further student opportunities.
- Develop a feedback process to determine effectiveness and opportunities for improvement in assessing partnerships.

Objective 2: Utilize our staff, events, arts programs, and educational departments to make strategic connections with community partners.

Strategies
- Enhance use of advisory boards for our educational departments; create processes to guide them that are in line with our strategic plan.
- Use the Foundation board members to act as liaisons with area businesses, civic organizations and other community partners.
- Create alumni volunteer opportunities that include outreach to community organizations, networking and mentoring opportunities and civic volunteer opportunities.
- Continue to partner with the Foundation to provide a strategic framework to assist in guiding their outreach and fundraising opportunities.
- Use the fine and performing arts program to create partnerships with area schools, organizations and businesses.

CATEGORY THREE: VALUING EMPLOYEES

GOAL ONE: **East Central College is committed to being an employer recognized for highly motivated and engaged employees who are continuously supported, rewarded, recognized and developed professionally and personally.**

Objective 1: The College recognizes the importance of job satisfaction and work-life balance and will continue to provide and improve programs and services for the employees.

Strategies:
- Develop a culture of excellence through diversity, inclusion and equitable practices in order to achieve excellence in higher education.
- Evaluate the workflow and department staffing requirements in order to explore alternative work environments and options.
- Regularly conduct external employee surveys so that the satisfaction ratings of the employees are within the top tier compared to other colleges.
- Regularly conduct internal surveys, focus groups and program evaluations to gauge employee satisfaction and use the data to effect positive change
- Continue to regularly conduct employee surveys and use data to effect change with an ultimate goal to meet or exceed benchmarks of peer institutions.

Objective 2: The College is committed to providing compensation and benefits that are competitive and attractive to employees.

Strategies:
- Review the compensation package to ensure it is competitive and marketable compared to local and regional industry standards.
- Develop a comprehensive wellness plan that promotes mental, emotional, fitness and health goals.
- Maintain an affordable and quality benefits package that is comparable to regional colleges and /or businesses.

Objective 3: The College is committed to supporting the personal and professional needs of the employees through an array of programs and services

Strategies:
- Create leadership learning and development opportunities that help ensure present and future professional excellence and success.
- Train and develop employees to succeed and grow in their positions.
- Develop and implement a process for cross-training employees.
- Effective use of performance appraisals and a performance management system in order to enhance job performance and skills

- Encourage and support participation and membership in job-related professional organizations
- Review current programs, including but not limited to, rank and promotion, sabbaticals, in-service training, professional development days and new employee orientation for effectiveness.
- Provide educational assistance to employees for professional development, credentials, and certifications that will enhance job knowledge, performance and skills.

Objective 4: Recruit and retain quality employees and provide recognition for outstanding service to the College's stakeholders.

Strategies:
- Develop a systematic staffing strategy plan that includes short-term and long-term needs assessment of positions and personnel
- Develop a comprehensive recruitment plan to effectively recruit new employees.
- Develop a comprehensive recognition and appreciation program that recognizes the individual and professional awards and accomplishments of employees as well as acknowledges employee for their service to the college.
- Develop a marketing plan to promote the value of employee benefits, recognition and rewards to increase retention and recruitment of employees.
- Improve the efficiency of the recruitment and hiring process by implementing an Applicant Tracking System.

Category Four: Planning and Leading

GOAL ONE: **East Central College is committed to effective leadership, planning and communication strategies for the benefit of its stakeholders.**

Objective 1: The College recognizes the importance of having an effective, well-designed website for stakeholders to easily find information.

Strategies:
- Develop a college website to serve as an effective use of technology to present current college information and provide on-line tools to stakeholders.
- Create a comprehensive process to provide up-to-date information on webpages.
- Integrate an on-line employment application and application for admission on the website to streamline registration and application processes.
- Annually engage students and other stakeholders regarding the effectiveness of the website.
- Regularly assess website for optimal performance by recognizing broken links, outdated information and effective web site navigation.
- Design and develop a website app for mobile phone use.

Objective 2: The College recognizes that a communications strategy is needed to keep stakeholders informed of College news and information.

Strategies:
- Improving campus communications to better disseminate information and solicit input.
- Provide college news and information effectively to students, employees, and other stakeholders associated with off-campus sites.
- Develop a comprehensive electronic newsletter to distribute news and information to each College location.

Objective 3: The College recognizes the importance of a well-articulated, well understood mission and vision to guide the faculty and staff.

Strategies
- Develop a communications strategy designed to inform faculty and staff of the College's mission and vision.
- Maintain a college-wide discussion with faculty and staff of the Mission and Vision and how they guide the day-to-day operations of the College.

Objective 4: The College is committed to the development of a comprehensive marketing strategy

Strategies
- Develop a comprehensive marketing plan utilizing an array of media platforms to effectively reach identified markets.
- Routinely conduct stakeholder polls to determine effective communication tools and marketing messages.
- Define the key target markets for the college.
- Integrate the use of focus groups to determine the viability and effectiveness of current and impending marketing plans.

Objective 5: The Board of Trustees will be responsible for the strategic direction of the institution.

Strategies
- Regularly engage the East Central Board of Trustees regarding the development and execution of the strategic plan.

Objective 6: The College will integrate all planning efforts with the strategic plan so that the institution is transparent and effective.

Strategies:
- Institutional planning (facilities, budget, staffing, assessment, etc.) will incorporate strategies to support and achieve the overall strategic goals of the institution.
- Institutional plans will measure and report results that support the strategic goals of the institution.

Objective 7: The College will develop a self-sustaining planning process.

Strategies:
- Formalize an annual planning cycle/timeline.
- Develop a strategic implementation plan that includes scope of responsibility, timelines and measures of effectiveness.
- Document and report strategic plan achievements on a yearly basis.
- Review the effectiveness of the planning process.

CATEGORY FIVE: KNOWLEDGE MANAGEMENT AND RESOURCE STEWARDSHIP

GOAL ONE: **East Central College will support institutional operations through effective, efficient, and planned use of its physical, financial, and technical resources, and will use data to drive institutional decision making.**

Objective 1: Devise a systematic cross-departmental approach to project planning.

Strategy
- Develop a standardized method of documenting project requests, resource requirements (start-time, budget, people, sub-contractors, etc.), seeking signed approval, status, needs fulfillment, and tracking.

Objective 2: Continuously improve processes involved in the development, implementation and management of the annual budget with continuous monitoring throughout the fiscal year.

Strategies
- Develop a repeatable, documented procedure for the development of the budget so budget managers can prepare an accurate budget model.
- Develop an ad-hoc online reporting structure budget managers can reference and understand to help them manage their budget(s) and to assist administrators and managers by providing a means of data driven decision making.
- Continue modifications to the chart of accounts to allow better budget management and planning.

Objective 3: Continuously improve the financial condition of the college through utilization of financial ratios/comparisons to gauge the performance in comparison to other comparable institutions and non-industry norms.

Strategies
- Develop a ratio and data model that provides comparative information to help the college understand its financial position.
- Maintain and update the ratio and data model quarterly to help provide financial guidance to the institution while building a historical prospective.

Objective 4: Provide the technical resources necessary to support the goals and mission of the college through support, innovation, collaboration, and technological direction.

Strategies
- Use the Ellucian/ImageNow environment in a managed, cohesive user-friendly way that supports East Central College's operations efficiently and effectively. This would be accomplished through more active direct use of Colleague and increased electronic processing of day-to-day transactions.

- Build out the network infrastructure in order to support ongoing computing, video and telephony operations, and future ability to provide increased levels of online academic and staff support.
- Utilize the Help Desk as the front line of the IT department. This will be accomplished through guideline adherence, communication, timely work order completion and training.

Objective 5: Campus facilities will be developed and maintained to support the college's mission for the benefit of its stakeholders.

Strategies
- Develop a long-range master plan for the campus.
- Continue to utilize the Facilities Advisory Committee to make recommendations for campus projects, with regular review of the status of projects, campus needs, and suggested priorities.
- The Facilities Department will continue to take advantage of technology and higher efficiency rated equipment to continue to lower power consumption. Future projects will include, but are not limited to:
  o Use of LED lighting where applicable
  o Installation of occupancy sensors
  o Investigation of alternative power sources
- Expand use of electronic control to all campus locations.

Objective 6: Effectively and continuously plan for campus emergencies.

Strategies
- Review and update campus emergency plan.
- Develop a systematic process, including appropriate training and practice drills, to educate employees and students of the proper procedures in the event of a campus emergency.
- Create and integrate a college wide crisis communication plan.
- Develop a communications strategy to educate students, faculty and staff of the emergency communication plan.
- Maintain current emergency communication tool (ECC Alert) and ensure the tool operates at its maximum capabilities.
- Work with local first responders (law enforcement, fire, ambulance, etc.) for emergency planning and training.

Objective 7: The College will integrate key performance measures into all areas of the institution.

Strategies
- Establish performance measures for the institution, each strategic goal, and each administrative unit/division.
- Develop a process to identify, update and communicate measures.
  o Appropriate performance measures will be identified.
  o Baseline data will be collected.

   o Appropriate performance targets will be established.
   o Responsible department/owner will be identified.
   o Performance results will be evaluated and communicated.

Objective 8: Auxiliary Services will assure that products offered to students are affordable and as flexible as possible while providing high levels of support.

Strategies

- Offer a variety of book/learning choices to include new, used, and rental offerings.
- Offer a variety of food and beverage choices focusing on fresh and in-house prepared offerings.
- Guarantee students have correct materials when purchased at the bookstore.
- Use customer surveys to help determine levels of support and patron satisfaction.

CATEGORY SIX: QUALITY OVERVIEW

GOAL ONE: **EAST CENTRAL COLLEGE IS COMMITTED TO A CULTURE AND INFRASTRUCTURE THAT SUPPORT CONTINUOUS QUALITY IMPROVEMENT.**

Objective 1: The College will integrate all quality initiatives with the strategic plan.

Strategies
- The College will formalize a process to align action projects with the strategic plan.
- Develop a consistent and open process for employee and stakeholder feedback on planning and continuous improvement efforts.
- Develop regular training or other professional development opportunities for all faculty and staff that are related to planning, data usage and continuous quality improvement.

Objective 2: The College will foster a cycle of continuous improvement by using both qualitative and quantitative data in decision making.

Strategies:
- Develop a process for broad-based participation in data-informed decision making.
- Create a secure location for data sharing.
- Investigate and utilize new technology to provide information to all stakeholders.

Objective 3: The College will maintain a centralized location for all planning and continuous quality improvement documents (ECC Document Repository).

Strategies:
- Develop a process to identify, update and communicate information contained in the ECC document repository
- Update and align the ECC data inventory to the college strategic plan.

Objective 4: The College will utilize technology to aid the institution in planning and continuous improvement efforts.

Strategies:
- Evaluate tools or products designed to support strategic planning efforts and other quality initiatives.
- Explore opportunities to expand tools or products into other areas of the institution.
- Integrate planning, budgeting, assessment and accreditation through the use of technology.