



**BOARD OF TRUSTEES  
MEETING**

**March 5, 2018**

**EAST CENTRAL COLLEGE  
BOARD OF TRUSTEES MEETING  
March 5, 2018**

**AGENDA ITEM 1: CALL TO ORDER**

The regular meeting of the Board of Trustees will be called to order by Board President Ann Hartley.

3/5/2018

Section 1, Page 1

**East Central College**

1964 Prairie Dell Road, Union, Missouri 63084

(636) 584-6501

FAX (636) 583-6602

**EAST CENTRAL COLLEGE  
BOARD OF TRUSTEES MEETING  
March 5, 2018**

**AGENDA ITEM 2: RECOGNITION OF GUESTS**

Guests will be recognized by Mr. Jay Scherder.

3/5/2018

**East Central College**

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Section 2, Page 1

**EAST CENTRAL COLLEGE  
BOARD OF TRUSTEES MEETING  
March 5, 2018**

**AGENDA ITEM 3: PUBLIC COMMENT**

The Board will hear comments from members of the public in attendance at the meeting who registered to speak.

3/5/2018

Section 3, Page 1

**East Central College**

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**EAST CENTRAL COLLEGE  
BOARD OF TRUSTEES MEETING  
March 5, 2018**

**AGENDA ITEM 4: APPROVAL OF AGENDA**

**Recommendation:** To **approve** the agenda for the March 5, 2018, Board of Trustees meeting.

3/5/2018

Section 4, Page 1

**East Central College**

1964 Prairie Dell Road, Union, Missouri 63084

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## **Agenda Item 4: Approval of Agenda**

### Consent Agenda Items for March 5, 2018:

Personnel  
Approval of Minutes

Matters to be brought before the Board of Trustees at such meeting of which the President has been notified in accordance with the bylaws and upon which consideration and action may be taken by the Board are included in the agenda for the meeting. Any matters not on the agenda of a regular meeting may be considered unless objected to by any Board member present.

Such items of a routine nature placed on the agenda will be marked with an asterisk (\*) located immediately before the item on the agenda. When Item 3, Consent Agenda, is reached at a meeting, the President of the Board will read all items so marked, and all items not requested to be removed shall, upon a single motion of any Board member, seconded by any other Board member, and unanimously adopted, be deemed to have been duly adopted with the same validity as if each action were separately moved, seconded, and duly adopted.

**EAST CENTRAL COLLEGE  
BOARD OF TRUSTEES MEETING  
March 5, 2018**

**AGENDA ITEM 5: \*APPROVAL OF MINUTES**

**Recommendation:** To **approve** the minutes of the February 5, 2018 regular meeting of the Board of Trustees.

Attachment

3/5/2018

**East Central College**

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Section 5, Page 1

**EAST CENTRAL COLLEGE  
BOARD OF TRUSTEES MEETING  
Monday, February 5, 2018**

**CALL TO ORDER:** The regular meeting of the Board of Trustees was called to order at 5:30 p.m. by Board President Ann Hartley. Other Board members present for the meeting were Joseph Stroetker, Don Kappelmann, Cookie Hays and Eric Park. Also present were President of the College Jon Bauer; Administrators – Vice President of Academic Affairs Tia Robinson and Vice President of Finance and Administration Phil Pena; Other Staff – Director of Human Resources Wendy Hartmann, Director of Financial Services Annette Moore, Director of Public Relations Jay Scherder, Director of the Rolla Campus Christina Ayres, Director of Dual Credit and College Readiness Russ Henderson, Campus Police Officer Todd Schlitt, Faculty Association President Tom Fitts, NEA President Sue Henderson, and Executive Assistant to the President Bonnie Gardner.

**RECOGNITION OF GUESTS:** Mr. Scherder introduced Kavahn Mansouri from the *Missourian* and Jack Henderson, son of Russ and Sue Henderson.

**PUBLIC COMMENT:** There were no public comments.

**APPROVAL OF AGENDA:** Each item on the consent agenda shall be deemed to have been duly approved with the same validity as if each action were separately moved, seconded and adopted.

**Motion:** To **approve** the agenda for the February 5, 2018 meeting of the Board of Trustees.

*Motion by Don Kappelmann; Seconded by Cookie Hays; Carried Unanimously*

**\*APPROVAL OF MINUTES:** The Board approved the minutes of the December 4, 2017 regular meeting and the January 22, 2018 special meeting of the Board of Trustees.

Due to the threat of inclement weather, Board President Ann Hartley announced the agenda would be reversed to provide reports at the beginning of the meeting so those folks would be free to leave the meeting if necessary.

**REPORTS:**

- A. FACULTY ASSOCIATION REPORT:** Faculty Association President Tom Fitts expressed concern by the faculty that the response to the Higher Learning Commission accreditation report would not be shared before being submitted to the Commission. Ms. Hartley and Dr. Bauer both assured him the report would be shared for input prior to being finalized and submitted.
- B. ECC-NEA:** ECC-NEA President Sue Henderson reported that NEA leadership have been invited to the Missouri NEA leadership academy planning session over the upcoming weekend. She also reported that the Inspirers of Excellence Awards are being planned to coincide with Teacher Appreciation Week in May. Discussions have begun in preparation for training for the spring bargaining session.
- C. PROFESSIONAL STAFF ASSOCIATION REPORT:** Professional Staff Association President Karen Klos was unable to attend; Bonnie Gardner noted that the association had no report.
- D. CLASSIFIED STAFF ASSOCIATION REPORT:** Classified Staff Association President Stacy Bellville was unable to attend so there was no report.

**E. STUDENT GOVERNMENT ASSOCIATION:** Representatives of Student Government were unable to attend; there was no report.

**TREASURER'S REPORT AND FINANCIAL REPORT:** Vice President Pena reviewed the year-to-date financials. Dr. Park expressed his ongoing concern that the state retirement system remains at 85% funding and advocated for sending a message to the state asking they address the situation. Dr. Bauer indicated he would bring this to the attention of the statewide presidents and chancellors group for discussion as a sector.

**Motion:** To **approve** the treasurer's report, the financial report and the payment of bills subject to the annual audit.

*Motion by Joseph Stroetker; Seconded by Don Kappelmann; Carried Unanimously*

**AUDITING SERVICES:** Dr. Bauer noted that KPM provided the low bid. The college has been with this firm for a number of years and is satisfied with the service provided.

**Motion:** To **approve** a contract with KPM to conduct the external audit of East Central College and the East Central College Foundation for fiscal years 2018-2020 at a cost not to exceed \$45,400 for FY18, \$46,300 for FY19, and \$47,200 for FY20, subject to annual approval by the Board of Trustees.

*Motion by Eric Park; Seconded by Joseph Stroetker; Carried Unanimously*

**MARKET ANALYSIS OF COMPENSATION:** Dr. Bauer noted that a RFP issued in December resulted in six proposals. Two were received after the deadline and were not considered. Two of the remaining four included additional services which were pulled out to provide a realistic comparison. The recommended firm, MGT, provided a study for the College several years ago. The purpose of this study is to provide data on how ECC's compensation package compares in the St. Louis region as well as across the state. The company will complete the study within two months. Dr. Park asked how this differs from the committee that was to be looking at compensation. It was explained that the internal committee is to be looking at College practices related to initial salary placement.

**Motion:** To **engage** MGT of America, Tallahassee, FL, to perform a market analysis of compensation at a cost of \$30,580.

*Motion by Joseph Stroetker; Seconded by Cookie Hays; Carried Unanimously*

**COURSE FEES:** Dr. Bauer stated that all fees have been reviewed and the listing presented represents fees that are aligned with the actual course expenses and that will allow the College to continue to provide instruction at a fair cost to the students. Course fees will be brought to the Board for approval annually in the spring regardless of whether adjustments need to be made.

**Motion:** To **adopt** a schedule of course fees for the 2018-19 academic year as outlined in the attached memorandum.

*Motion by Cookie Hays; Seconded by Don Kappelmann; Carried Unanimously*

**DUAL ENROLLMENT TUITION:** Dr. Bauer reminded the Board that a few years ago tuition for dual credit courses was reduced to 50%. In support of the current emphasis on reaching out to high school students, it is recommended that dual enrollment tuition be brought in line with dual credit tuition. This reduction would provide an incentive for home school students to earn college

credit as well as allow students enrolled in dual credit to pick up extra classes that may not be offered at their high school. Dr. Henderson clarified that students will need to be verified as residents of the ECC service region to receive the tuition rate. The college currently is unable to be competitive with other colleges such as Missouri Baptist and Drury that offer students a discounted rate.

**Motion:** To **establish** tuition for dual enrollment courses at 50% of the in-district per credit hour rate effective with the Spring 2018 semester.

*Motion by Eric Park; Seconded by Cookie Hays; Carried Unanimously*

**UPDATE ON THE HIGHER LEARNING COMMISSION (HLC) COMPREHENSIVE QUALITY REVIEW:** Recommendations that the administration plans to adopt and that will serve as a framework for the institution's response to the HLC were reviewed by Dr. Bauer and include the following:

**HLC Task Force/Subcommittee Recommendations:**

- Establish an Office of Institutional Effectiveness with a new position to oversee institutional research, assessment, planning and accreditation. An organizational structure and job description will be developed for Board approval.
- Establish an Assessment Coalition. This will be deferred pending the hiring of the institutional effectiveness officer so that person can shape the coalition.
- Adopt the definition, goals and process for assessing co-curricular instruction.
- Establish goals of 60% fall to fall persistence and 42.6% graduation and transfer rate.
- Identify at risk populations, implement an early alert system, and ensure retention strategies are data driven.
- Accept the definition and statement related to shared governance which will serve as the basis for a new Board policy.
- The Leadership Council will be transformed into a Shared Governance Council that will include a Board representative. It will make recommendations on policy and matters of institutional concern with broad input. Recommendations will be presented to the college president with policy matters being moved forward to the Board.
- The newly developed process template will be used to document and measure operational processes and a standard operating manual for the College will be developed.
- Work will continue on documentation of higher level, decision making processes.

**Administrative Recommendations:**

- Faculty evaluations will be completed by February 16, 2018.
- A staff evaluation process and tracking system will be developed.
- A 360-degree evaluation process for administrative positions will be established.
- A regular schedule for reviewing College policies will be developed.
- A plan for effective two-way communication will be developed.
- A plan for team and relationship building will be established.
- A written plan for documented data driven processes for decision making will be developed.
- Planning will be linked with budget development.

The current strategic plan has been reviewed and the focus for the next two years will be:

- Enrollment goals with the expansion of dual credit and dual enrollment
- Recruitment and retention goals
- Increased opportunities in workforce development

- Implementation of strategies to address employee engagement survey results, including the compensation analysis that will be part of an initiative to look at salary and benefits
- Emphasis placed on institutional assessment in terms of professional development

Development of a new, comprehensive five-year strategic plan will begin this spring. A facilitator will be identified to assist with the process. Dr. Bauer indicated he would proceed with establishing the Office of Institutional Effectiveness and will share a governance policy for review in March. The response to the HLC will be finalized prior to March 24.

It was suggested the institutional effectiveness position be included in the compensation study to determine an appropriate salary range. Discussion ensued regarding the need for the institutional effectiveness position. Most institutions have such a position and it would provide a concentrated focus on assessment, planning and the use/analysis of data. Many of these things are being done but not in a coordinated or comprehensive manner. This position will help to consolidate and direct these efforts. Dr. Bauer noted he feels strongly that this is an important position for the institution, even outside the concerns of the HLC.

**\*PERSONNEL:** The Board **approved** the appointment of Melissa Richards as Business Development & Training Coordinator for the Center for Workforce Development effective February 12, 2018 with an annual salary of \$42,000. The Board also **approved** changes to the roster of adjunct faculty for the Spring 2018 semester as listed in the attached memorandum.

**PRESIDENT'S REPORT:** Two candidates have filed for the Board, one from each open sub-district. Therefore, no Board election is needed and the terms will begin at the April meeting. Since there is no need to wait for an election, the April meeting has been moved back to the first Monday – April 2.

Regarding the state budget, the Governor announced an eight percent reduction in funding plus ten percent of funding subject to performance funding. The House Budget Committee will take up the budget next week and both chambers have indicated a preference for a budget that is more favorable for higher education. A bill to allow community colleges to offer bachelor's degrees in selected circumstances has passed the House; no Senate hearing is scheduled at this point.

Enrollment is up 2.5% in headcount and down 1.4% in credit hours at this point with dual credit enrollment providing much of the growth.

The Friends of the Foundation dinner was held on February 2 with about 150 people in attendance. Dr. Bauer expressed appreciation to Angie Siebert for coordinating the event.

#### **ADJOURNMENT:**

**Motion:** To adjourn the February 5, 2018 public Board of Trustees meeting at 6:29 p.m.

*Motion by Don Kappelmann; Seconded by Joseph Stroetker; carried unanimously.*

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President, Board of Trustees

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Secretary, Board of Trustees

**EAST CENTRAL COLLEGE  
BOARD OF TRUSTEES MEETING  
March 5, 2018**

**AGENDA ITEM 6: TREASURER'S REPORT AND FINANCIAL REPORT**

**Recommendation:** To **approve** the treasurer's report, the financial report, and the payment of bills subject to the annual audit.

Attachment

3/5/2018

Section 6, Page 1

**East Central College**

1964 Prairie Dell Road, Union, Missouri 63084  
(636) 583-5195, Ext. 6502  
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**East Central College**  
**Statement of Net Assets for all Funds**  
**As of January 31, 2018 and January 31, 2017**

<b>ASSETS</b>	<u><b>1/31/18</b></u>	<u><b>01/31/17</b></u>
Current		
Cash	7,822,214	7,510,937
Investments	839,859	4,853,047
Receivables, net		
Student	2,867,720	3,122,552
Federal & State agencies	79,817	1,070,133
Other	-40,634	-70,708
Inventories	222,779	274,451
Prepaid expenses	184,439	177,272
<b>Total Current Assets</b>	<b>11,976,194</b>	<b>16,937,684</b>
Non-Current Assets		
Other Assets	769,006	1,085,606
Capital Assets (net)	43,653,462	42,910,797
<b>Total Non-Current Assets</b>	<b>44,422,468</b>	<b>43,996,403</b>
<b>Total Assets</b>	<b>56,398,662</b>	<b>60,934,087</b>
<b>DEFERRED OUTFLOW OF RESOURCES</b>		
Deferred pension outflows	7,971,713	4,901,303
<b>Total Assets and Deferred         Outflow of Resources</b>	<b>64,370,375</b>	<b>65,835,390</b>
<b>LIABILITIES</b>		
Current Liabilities		
Accounts Payable	101,594	352,207
Accrued Wages & Benefits	10,103	13,794
Unearned Revenue	-	-
Due to Agency Groups	88,490	93,441
Accrued Interest	61,863	-
<b>Total Current Liabilities</b>	<b>262,050</b>	<b>459,442</b>
Non-Current Liabilities		
USDA Loan	883,333	983,333
Bonds Payable	12,730,000	17,745,000
Premium on Sale of Bonds	848,965	951,362
Net Pension Liability	15,053,065	11,753,832
Compensated Absences	511,560	528,581
Post Employment Benefit Plan Payable	601,100	538,600
Johnson Control Performance Contract	1,258,583	-
<b>Total Non-Current Liabilities</b>	<b>31,886,606</b>	<b>32,500,708</b>
<b>Total Liabilities</b>	<b>32,148,656</b>	<b>32,960,150</b>
<b>DEFERRED INFLOW OF RESOURCES</b>		
Deferred pension inflows	3,726,851	3,463,193
<b>NET ASSETS</b>		
Investment in Capital Assets, net	36,727,434	31,174,671
Restricted for Debt Service	41,034	4,271,159
Board Restricted	1,760,000	1,760,000
Unrestricted:		
General Fund	8,973,040	9,109,653
All other Funds	-19,006,640	-16,903,436
<b>Total Net Assets</b>	<b>28,494,868</b>	<b>29,412,047</b>
<b>Total Liabilities, Deferred Inflow         of Resources and Net Assets</b>	<b>64,370,375</b>	<b>65,835,390</b>

**East Central College**  
**Statement of Activities**  
**General Fund**  
**As of January 31, 2018 and January 31, 2017**

	For the Fiscal Year Ending June 30, 2018			For the Fiscal Year Ended June 30, 2017			
	Current FY Budget	January 2017 Month end	Current FY Year-To-Date	Prior FY Budget	January 2016 Month end	Prior FY Year-To-Date	Prior FYE
<b>Revenues:</b>							
Local Revenue	6,313,000	4,345,306	5,947,186	6,284,527	3,992,478	5,785,035	6,340,852
State Revenue*	5,306,645	428,548	2,999,842	5,880,000	473,368	3,313,576	5,345,756
Federal Revenue	5,000	370	370	-	-	515	7,810
Tuition and Fees	6,852,940	337,535	5,428,485	6,238,166	203,749	5,354,024	5,687,024
Interest Income	50,000	9,802	37,933	50,000	8,579	32,107	67,793
Gifts and Grants	45,000	2,198	34,100	45,000	-	21,000	40,000
Miscellaneous Revenue	80,519	6,115	39,454	50,000	6,625	43,057	80,528
Transfers-Interfund & Indirect	-	-	6,848	-	-	8,658	17,780
Transfer Federal Programs	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>18,653,104</b>	<b>5,129,874</b>	<b>14,494,218</b>	<b>18,547,693</b>	<b>4,684,799</b>	<b>14,557,972</b>	<b>17,587,543</b>
<b>Expenses:</b>							
Salaries	10,468,339	701,885	5,375,508	10,738,313	747,309	5,717,546	10,957,847
Benefits	3,170,393	263,631	1,820,905	3,264,288	256,095	1,869,844	3,806,639
Contractual Services	615,370	36,123	622,657	908,496	50,056	646,828	857,128
Current Expenses	1,361,919	51,204	476,116	1,011,581	69,171	559,406	891,559
Travel	218,087	11,788	108,059	231,215	5,086	129,418	188,900
Property & Casualty Insurance	205,000	-	198,072	205,000	3,408	199,359	199,359
Vehicle Expense	3,450	217	6,528	11,650	109	3,126	9,338
Utilities	708,599	58,483	308,196	758,889	58,101	416,195	709,456
Tele/Communications	219,201	18,317	117,077	177,219	21,204	131,016	225,184
Miscellaneous**	1,210,844	16,396	136,230	1,113,842	86,184	172,959	592,470
Clearing Account	-	1,390	2,696	-	0	-246	-
Scholarship Expense	74,500	1,995	32,176	70,700	-	38,588	74,411
Faculty Development	25,000	251	1,069	30,000	-	25,600	30,100
Instit. Match for Grants	309,722	-	-	-	-	-	272,609
Commitment to ABE	20,000	-	-	20,000	-	1,319	20,000
Instit. Commit.to Fine Arts	6,500	-	-	6,500	-	-	6,500
Instit. Commit.to Word & Motion	3,200	-	-	-	-	-	-
Capital	32,980	21,928	21,927	-	-	32,242	36,968
Interfund Transfers	-	-	-	-	-	-	1,637,456
Interest on Debt	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>18,653,104</b>	<b>1,183,608</b>	<b>9,227,216</b>	<b>18,547,693</b>	<b>1,296,723</b>	<b>9,943,200</b>	<b>20,515,924</b>
<b>Revenue over Expenses</b>	<b>-</b>	<b>3,946,266</b>	<b>5,267,002</b>	<b>-</b>	<b>3,388,076</b>	<b>4,614,772</b>	<b>-2,928,381</b>

\* State projection changed after budget was approved

\*\* Misc Expense(contingency) reduced by the amount of the change in state revenue  
March 5, 2018

**East Central College**  
**Statement of Revenue, Expenses & Changes in Net Assets**  
**(All Funds)**  
**As of January 31, 2018 and January 31, 2017**

	For the Fiscal Year Ending June 30, 2018		For the Fiscal Year Ended June 30, 2017	
	January 2018	FY 2018 Year-To-Date	January 2017	FY 2017 Year-To-Date
<b>Operating Revenues:</b>				
Student Tuition & Fees	382,443	6,509,826	248,191	6,557,170
Federal Grants & Contracts	39,773	3,732,533	5,494	4,468,861
State Grants & Contracts	1,675	147,983	23,524	989,029
Auxiliary Services Revenue	365,179	1,351,693	437,499	1,517,053
Other Operating Revenue	12,179	113,609	10,025	106,340
<b>Total Operating Revenue</b>	<b>801,249</b>	<b>11,855,644</b>	<b>724,733</b>	<b>13,638,453</b>
<b>Operating Expenses:</b>				
Salaries	770,527	5,987,669	824,943	6,353,573
Benefits	284,141	1,976,052	279,112	2,026,684
Purchased Services	98,812	965,200	178,478	1,122,845
Supplies & Current Expenses	177,127	1,740,255	325,044	1,978,184
Travel	13,261	142,073	10,941	170,580
Insurance	0	214,393	3,409	213,581
Utilities	83,478	492,290	81,975	585,068
Other	11,001	91,704	7,055	55,569
Depreciation	169,236	1,194,637	145,502	951,830
Financial Aid & Scholarship	40,782	3,732,018	1,000	3,992,669
<b>Total Operating Expenses</b>	<b>1,648,365</b>	<b>16,536,291</b>	<b>1,857,459</b>	<b>17,450,583</b>
<b>Operating (Loss)/Gain</b>	<b>-847,116</b>	<b>-4,680,647</b>	<b>-1,132,726</b>	<b>-3,812,130</b>
<b>Non-Operating Revenues (Expenses):</b>				
State Appropriations	428,548	2,999,842	473,368	3,313,576
Tax Revenue	5,364,562	7,342,192	4,928,986	7,142,019
Interest Income	11,689	44,594	10,288	38,023
Gain/Loss on asset disposal	-	760	-	-
Principal & Interest on Debt	(368,679)	-434,294		18,236
<b>Total Non-Operating Revenue (Expenses)</b>	<b>5,436,120</b>	<b>9,953,094</b>	<b>5,412,642</b>	<b>10,511,854</b>
<b>Increase in Net Assets</b>	<b>4,589,004</b>	<b>5,272,447</b>	<b>4,279,916</b>	<b>6,699,724</b>

**East Central College  
Investments  
As of January 31, 2018**

<u>CD Number</u>	<u>Date</u>	<u>Maturity</u>	<u>Term</u>	<u>Rate</u>	<u>Total</u>
<b><u>Citizens Bank</u></b>					
272419	11/10/2017	5/10/2018	6 months	1.60%	\$ 377,352.88
272421	11/10/2017	5/10/2018	6 months	1.60%	\$ 377,352.91
<b>ECC Total Invesments</b>					<b>\$ 754,705.79</b>

**Private CDs Owned by the P. A. Hearst Account**

Farmers & Merchants					
Bank - CD #132982028	11/13/2017	8/13/2019	21 months	1.50%	\$ 81,672.62
United Bank of Union -					
CD #1024012663	4/14/2017	4/14/2018	12 months	0.40%	\$ 6,085.19
<b>Total Investments</b>					<b>\$ 87,757.81</b>

**2018**

Total Cash Accounts	\$ 7,822,214.00
Certificates of Deposit	\$ 754,705.79
	<b>\$ 8,576,919.79</b>

**2017 (December)**

Total Cash Accounts	\$ 3,694,298.00
Certificates of Deposit	\$ 754,705.79
	<b>\$ 4,449,003.79</b>

**East Central College**  
**Pledged Securities**  
**As of January 31, 2018**

**Farmers & Merchants**

SECURITY DESCRIPTION	MATURITY DATE	CUSIP NO.	PAR AMOUNT
FDIC Insurance			\$ 250,000.00
<b>TOTAL</b>			<b>\$ 250,000.00</b>

SECURITY DESCRIPTION	MATURITY DATE	CUSIP NO.	PAR AMOUNT
FEDERAL FARM CREDIT BANK	02/20/18	3133ECFQ2	\$ 750,000.00
FEDERAL FARM CREDIT BANK	03/19/18	3133EAW61	\$ 50,000.00
FEDERAL FARM CREDIT BANK	05/01/18	3133EAB72	\$ 750,000.00
FEDERAL FARM CREDIT BANK	05/09/18	3133EAH43	\$ 1,000,000.00
FEDERAL HOME LOAN BANK	07/30/18	313381W27	\$ 600,000.00
FEDERAL HOME LOAN BANK	04/05/19	313382H97	\$ 1,000,000.00
FEDERAL NATIONAL MORTGAGE ASSN	04/26/19	3136G0R45	\$ 1,560,000.00
FEDERAL NATIONAL MORTGAGE ASSN	10/23/19	3135G0QM8	\$ 800,000.00
FEDERAL HOME LOAN BANK	01/17/20	313381T88	\$ 1,000,000.00
MARION CO MO SCHL DIST MUNI	3/1/2024	569101GS1	\$ 400,000.00
STRAFFORD MO REORG SCHL DIST MUNI	03/01/26	862682CD5	\$ 250,000.00
FRANKLIN CO REORG SCHL DIST MUNI	03/01/27	35310DGK0	\$ 25,000.00
GRANDVIEW MO MUNI	03/01/27	386748LQ8	\$ 585,000.00
<b>TOTAL</b>			<b>\$ 8,770,000.00</b>

**United Bank of Union**

SECURITY DESCRIPTION	MATURITY DATE	CUSIP NO.	PAR AMOUNT
FRANKLIN COUNTY SCHOOL DISTRICT, R-XI UNION MO	3/1/2021	353100GU8	\$ 540,000.00
<b>TOTAL</b>			<b>\$ 540,000.00</b>

\* ALL SECURITIES ARE HELD WITH OUR SAFEKEEPING AGENT - COMMERCE BANK N.A., 1000 WALNUT STREET, KANSAS CITY, MO 64106

\*\* ALL PLEDGED SECURITIES ARE IN COMPLIANCE WITH SECTION 1823 (E) OF THE FDIC REGULATIONS AND HAVE BEEN APPROVED BY THE BANK'S LOAN COMMITTEE. THE APPROVAL IS REFLECTED WITHIN THE MINUTES OF THE COMMITTEE.

**East Central College  
Warrant Check Register  
As of January 31, 2018**

The Treasurer of the Board confirms for the month ending January 31, 2018 that the check payments officially filed have been issued in accordance with the policies and procedures of East Central College (Junior College District), in compliance with the appropriation granted by the Board of Trustees as defined in the FY18 budgets and that there are sufficient balances in each fund and sub-fund available for the expenditures for which approval is hereto requested.

Total amount of checks dispersed from January 3, 2018 through January 31, 2018, is reported at \$2,042,264.32.

**EAST CENTRAL COLLEGE  
BOARD OF TRUSTEES MEETING  
March 5, 2018**

**AGENDA ITEM 7: APPROVAL OF BIDS**

**Recommendation:** To **approve** the purchase of a Blodgett combination oven for the Culinary Arts program from Pueblo Hotel Supply in Pueblo, CO at a cost of \$35,378.15 to be funded 75% with vocational enhancement grant monies.

**Recommendation:** To **approve** the purchase of a Traulsen blast chiller for the Culinary Arts program from Douglas Equipment Supply in Bluefield, WV at a cost of \$27,698 to be funded 75% with vocational enhancement grant monies.

Attachment

3/5/2018

Section 7, Page 1

**East Central College**

1964 Prairie Dell Road, Union, Missouri 63084

(636) 584-6501

FAX (636) 583-6602



**MEMORANDUM**

To: Dr. Jon Bauer

Fr: Joel Doepker

Date: 2.28.18

Re: Purchase of Culinary Arts Program Equipment

**Blodgett Combination Oven**

It is my recommendation that the Board of Trustees accepts and approves the bid from Pueblo Hotel Supply to purchase a Blodgett Combination oven and the bid from Douglas Equipment Supply to purchase a Traulsen Blast Chiller. Both pieces of equipment will be utilized by the Culinary Arts program. Each company completed the requests for proposal and submitted the lowest bid.

**Blodgett Combination Oven**

<b>Bid</b>	<b>Location</b>	<b>Amount</b>	<b>ECC Grant Match (25%)</b>
<b>Pueblo Hotel Supply</b>	<b>Pueblo, CO</b>	<b>\$35,378.15</b>	<b>\$8,844.53</b>
Douglas Equipment	Bluefield, WV	\$36,163	
Great Lakes Hotel Supply	Southfield, MI	\$40,171.06	

**Traulsen Blast Chiller**

<b>Bid</b>	<b>Location</b>	<b>Amount</b>	<b>ECC Grant Match (25%)</b>
<b>Douglas Equipment</b>	<b>Bluefield, WV</b>	<b>\$27,698</b>	<b>\$6924.50</b>
Pueblo Hotel Supply	Pueblo, CO	\$29,868.76	
Great Lakes Hotel Supply	Southfield, MI	\$30,365.90	

The Blodgett Combination Oven replaces the current oven with up to date features and has the additional capabilities to enhance the cooking process. The Traulsen Blast Chiller is a common piece of equipment currently used in the Culinary Arts industry and provides ECC Culinary Arts students with additional skills needed to enter the workforce.

Funding for the equipment will be provided through the state of Missouri’s Vocational Enhancement Development grant program that will provide funding for 75% of the equipment cost with East Central College providing the funding for the remaining 25% of the total cost.

**EAST CENTRAL COLLEGE  
BOARD OF TRUSTEES MEETING  
March 5, 2018**

**AGENDA ITEM 8: TUITION AND FEES**

**Recommendation:** To **establish** tuition and general fees for 2018-2019 as follows, which represents an increase of \$5 per credit hour for all tiers and classifications:

**Tuition – Tier 1**

<b>In-District:</b>	\$90 per credit hour (previously \$85)
<b>Out-of-District:</b>	\$127 per credit hour (previously \$122)
<b>Out-of-State:</b>	\$186 per credit hour (previously \$181)
<b>International:</b>	\$191 per credit hour (previously \$186)

**Tuition – Tier 2**

<b>In-District:</b>	\$109 per credit hour (previously \$104)
<b>Out-of-District:</b>	\$155 per credit hour (previously \$150)
<b>Out-of-State:</b>	\$228 per credit hour (previously \$223)
<b>International:</b>	\$244 per credit hour (previously \$239)

**General Fees (no change)**

<b>Student Activities:</b>	\$5.50 per credit hour
<b>Support Services:</b>	\$3.50 per credit hour
<b>Technology:</b>	\$5.00 per credit hour
<b>Facilities:</b>	\$5.00 per credit hour
<b>Security:</b>	\$4.00 per credit hour

Attachment

3/5/2018

Section 8, Page 1

**East Central College**

1964 Prairie Dell Road, Union, Missouri 63084  
(636) 584-6501  
FAX (636) 583-6602

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**BOARD MEMORANDUM**

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**TO:** BOARD OF TRUSTEES  
**FROM:** JON BAUER  
**SUBJECT:** TUITION & FEES FOR 2018-19  
**DATE:** FEBRUARY 27, 2018  
**CC:**

---

This memorandum serves as a recommendation for the Board of Trustees to establish tuition and general fees for 2018-19 as follows, which represents an increase of \$5 per credit hour for all tiers and classifications:

**Tuition – Tier 1**

**In-District:** \$90 per credit hour (previously \$85)  
**Out-of-District:** \$127 per credit hour (previously \$122)  
**Out-of-State:** \$186 per credit hour (previously \$181)  
**International:** \$191 per credit hour (previously \$186)

**Tuition – Tier 2**

**In-District:** \$109 per credit hour (previously \$104)  
**Out-of-District:** \$155 per credit hour (previously \$150)  
**Out-of-State:** \$228 per credit hour (previously \$223)  
**International:** \$244 per credit hour (previously \$239)

**General Fees (no change)**

**Student Activities:** \$5.50 per credit hour  
**Support Services:** \$3.50 per credit hour  
**Technology:** \$5.00 per credit hour  
**Facilities:** \$5.00 per credit hour  
**Security:** \$4.00 per credit hour

An in-district student enrolled for 30 credit hours would pay an additional \$150 over the course of an academic year. The increase represents a 5.8% increase for in-district, Tier 1 tuition. At current enrollment, the increase would generate approximately \$270,000 in revenue.

The increase is intended to mitigate expected reductions in state aid, while maintaining affordability for our students. We are in the process of developing the budget for FY19 and will continue to reduce expenditures where possible, in addition to this proposed increase in revenue.

**EAST CENTRAL COLLEGE  
BOARD OF TRUSTEES MEETING  
March 5, 2018**

**AGENDA ITEM 9: INSTITUTIONAL EFFECTIVENESS DIRECTOR**

**Recommendation:** To **authorize** the creation of a new position on the College staffing plan titled Executive Director of Institutional Effectiveness with the job opening to be posted immediately.

Attachments

3/5/2018

Section 9, Page 1

**East Central College**

1964 Prairie Dell Road, Union, Missouri 63084

(636) 584-6501

FAX (636) 583-6602

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## BOARD MEMORANDUM

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**TO:** BOARD OF TRUSTEES  
**FROM:** DR. JON BAUER  
**SUBJECT:** EXECUTIVE DIRECTOR OF INSTITUTIONAL EFFECTIVENESS  
**DATE:** FEBRUARY 27, 2018  
**CC:**

---

This memorandum serves as a recommendation for the Board of Trustees to authorize the creation of a new position on the college staffing plan: Executive Director of Institutional Effectiveness. If approved, we will post the position immediately and fill the position as quickly as possible.

A proposed job description is enclosed. This position is strongly recommended in order to coordinate and oversee a range of functions at the college, including assessment, accreditation, institutional research, and planning. Creation of the position will place under one umbrella a number of functions and activities that take place in various forms, but not in a coordinated manner.

The position is one of the top recommendations of the Higher Learning Commission Task Force, in response to our Comprehensive Quality Review. Institutional effectiveness involves planning for the college's desired outcomes, carrying out those plans, establishing measures to determine whether the actions are having the desired effect, and then responding to the analysis of data for the continued improvement of the institution. A position responsible for the coordination of these functions, at the direction of the board and administration, and with the involvement and shared responsibility of the faculty and staff, would better allow the institution to function optimally for the benefit of our various stakeholders.

Moreover, both our institutional and programmatic accreditors expect to see the institution working in this continuous quality improvement framework. We see the state's role in this area continuing to grow, with ties to funding based on our performance being just one example. The ability to measure and demonstrate our effectiveness—institutionally and programmatically—is critically important to the institution.

The need for a professional with this breadth of responsibility is not unique to East Central College. Among the findings of a 2016 study sponsored by the Association for Higher Education Effectiveness is the growth of positions or offices such as this, from 43 in 1995 to 375 in 2010 and 501 in 2015. The study also points out that participants were employed at a number of institutions, including many at two-year public institutions. While the study focused on the profile of those at the level of Vice President, the findings are helpful in illustrating the need for such a position.

I strongly recommend the creation of this position. If you need additional information, please do not hesitate to contact me. Otherwise, I look forward to the discussion and feedback at the upcoming board meeting.

**JOB TITLE:** Executive Director, Institutional Effectiveness

**DEPARTMENT:** President's Office

**LOCATION:** Union Campus

**REPORTS TO:** College President

**FLSA:** Exempt

**LEVEL:** 209

**DATE:** 2/27/18

**POSITION SUMMARY:**

Provide leadership in the design, development, coordination, implementation and evaluation of institutional effectiveness, including responsibility for institutional assessment, research, accreditation processes, and planning.

**ESSENTIAL TASKS:**

- Direct activities associated with institutional effectiveness, including assessment, research, and planning.
- Support and coordinate accreditation processes at the institutional and programmatic levels at the direction of the President and in conjunction with the Accreditation Liaison Officer.
- At the direction of the President, lead the development and maintenance of the strategic plan.
- Lead the Institutional Research staff in support of college strategies and activities.
- Lead processes related to assessment of student learning, in conjunction with the Chief Academic Officer and appropriate committees, task forces, and other groups established to support assessment.
- Lead processes related to institutional assessment.
- Develop and lead continuous improvement processes.
- Analyze and interpret data for informed decision making.
- Identify both institutional and environmental strengths, challenges, trends and opportunities.
- Perform assigned responsibilities, duties, and tasks according to established practices, procedures, techniques, and standards in a safe manner and with minimal supervision.

**ADDITIONAL DUTIES:**

- Supervise all personnel assigned, recommending selection, retention, promotion and discharge as appropriate.
- Develop and administer departmental budget.

**KNOWLEDGE, SKILLS, and ABILITIES:**

- Knowledge of continuous quality improvement and/or related processes.
- Knowledge of the use of data and research to support institutional strategies.
- Knowledge of assessment of student learning outcomes.
- Knowledge of accreditation processes and requirements.
- Knowledge of department and college policies, procedures, and practices with the ability to answer work-related questions; and/or interpret and apply these guidelines correctly in various situations.
- Ability to supervise and train employees, to include organizing, prioritizing, and scheduling work assignments.
- Ability to plan, organize and implement assigned responsibilities and to work well under pressure to meet deadlines
- Employee development and performance management skills.
- Excellent organizational, analytical and planning skills.
- Ability to manage interpersonal conflict situations requiring tact, diplomacy and discretion.
- Ability to participate as a team member, ability to understand and interpret rules and regulations, and ability to adjust to change with a positive attitude.
- Skill in budget preparation and budget management.

- Ability to handle confidential material judiciously.
- Understanding of business and management principles involved in strategic planning and the coordination of people and resources;
- Understanding of higher education requirements and regulations - federal and state regulations and data needs, higher education trends, data definitions and accreditation issues.
- Written and verbal communication;
- Critical thinking;
- Complex problem solving; technical comprehension - rules and methods; active learning; time management and managerial
- Mathematical reasoning - choosing the right methods to solve a problem;
- Inductive reasoning - combining pieces of information to form rules or conclusions;
- Deductive reasoning - applying general rules to specific problems to produce answers that make sense;
- Availability to work or meet in the evenings and/or on weekends.
- Ability to travel out-of-state as well as locally to participate in meetings, conferences, and other activities related to the operations of the colleges.

**LEADERSHIP and COMMUNICATION SKILLS:**

- Direct, manage, or lead others; may determine work procedures, assign duties, maintain harmonious relations, or promote efficiency; may develop and administer operational programs; and/or may write or present extremely complex papers and reports.
- Communicate with operational and functional leaders; read and interpret professional materials involving advanced bodies of knowledge.
- Ability to communicate effectively verbally and in writing to work with a diverse workforce and student population to prioritize and delegate projects, exchange ideas, information and opinions effectively with others to formulate policies and programs and/or arrive at decisions, conclusions or solutions
- Strong interpersonal and communication skills.
- Ability to foster a cooperative work environment.
- Ability to establish and maintain effective working relationships with faculty, staff, other departments, students, and the public.
- Ability to make administrative/procedural decisions and judgments.

**DECISION-MAKING and ANALYTICAL SKILLS:**

- Decision-making is almost the entire focus of job, affecting most segments of the organization and the general public.
- Perform professional or managerial work including advanced data analysis and synthesis.

**EQUIPMENT/SOFTWARE:**

- Use office machines such as telephones, copiers or calculators.
- Computer hardware and software - MS Office, MS Access, statistical software (SPSS), Ellucian Colleague, planning software, general computer knowledge
- Use computers for data entry; word processing, spreadsheets, PowerPoint presentations, or custom applications.
- Use, develop, or repair electronics or complex software (management information systems), hardware, or network systems.

**WORKING CONDITIONS** - the following physical conditions and hazards may be encountered in this position:

- Indoor environment

**PHYSICAL REQUIREMENTS:**

- While performing the duties of this job, the employee is regularly required to sit; and talk or hear. The employee is occasionally required to stand; walk; reach with hands and arms.
- This position does not involve lifting.
- This position has no special vision requirements.

**POSITIONS/DEPARTMENTS SUPERVISED:**

- Director, Institutional Research
- Office of Institutional Research

**EDUCATION, EXPERIENCE, and LICENSES/CERTIFICATIONS:** (A comparable amount of training, education or experience may be substituted for the minimum qualifications.)

- Completion of master's degree
- 5 Years related experience

**EAST CENTRAL COLLEGE  
BOARD OF TRUSTEES MEETING  
March 5, 2018**

**AGENDA ITEM 10: STRATEGIC PLAN UPDATE**

**Recommendation:** To **approve** an update to the 2014-2020 Strategic Plan as attached.

Attachments

3/5/2018

Section 10, Page 1

**East Central College**

1964 Prairie Dell Road, Union, Missouri 63084

(636) 584-6501

FAX (636) 583-6602

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## BOARD MEMORANDUM

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**TO:** BOARD OF TRUSTEES  
**FROM:** DR. JON BAUER  
**SUBJECT:** STRATEGIC PLAN UPDATE  
**DATE:** FEBRUARY 27, 2018  
**CC:**

---

Enclosed please find a proposed update to the 2014-20 Strategic Plan. This update identifies the priorities of the institution at this point in time, narrows the scope of the strategic initiatives on which we are focused, and adopts measures for each of the objectives that have been identified.

This update is an interim step in the development of a new strategic plan for the institution. As we approach the final years of the 2014-20 plan, we need to begin the process of developing a comprehensive plan that will chart our course for the next several years. However, such a comprehensive plan will take time if we are to effectively gather input and feedback from our many stakeholders.

The update provides the direction for the immediate timeframe, and recognizes that some of the objectives in the original plan adopted by the board have been accomplished.

I will review the update with the board at the upcoming meeting, and answer questions you may have about the plan. The board's adoption of the update makes clear that the support for these initiatives comes from the top of the organization and serves to inform the public and others about the strategic direction of the college in the near future.

The logo for East Central College features three overlapping, horizontal, golden-brown swooshes that create a sense of motion and depth. The text "EAST CENTRAL COLLEGE" is positioned below the swooshes in a bold, blue, sans-serif font.

**EAST CENTRAL COLLEGE**

# Strategic Plan

## 2018 Update

## **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:

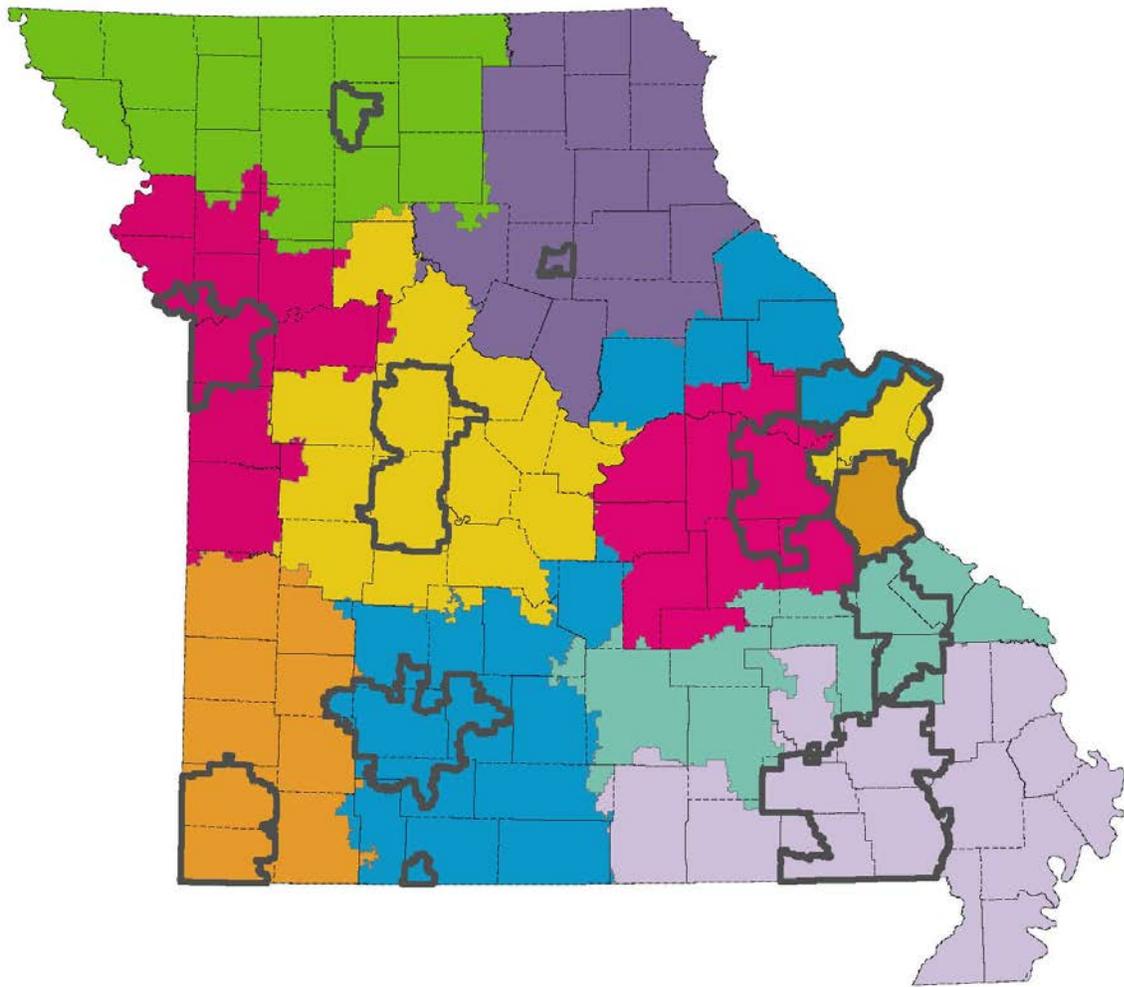
- Prospective, current and former students
- Communities served by the college
- Employers
- Educational partners, including pre-K-12 educators, transfer institutions, and peer community colleges
- Foundation members, donors, and other supporters of the college.
- Accreditors
- Local, state and federal 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: Improve and expand distance education programming and offerings*

### Strategies

- Establish Director of Online Education
  - Target: Fill position in FY19
  - Target: Annual 3% growth in on-line credit hours.

*Objective 2: Explore opportunities for increased dual credit and dual technical credit offerings*

### Strategies

- Expand opportunities for dual credit and dual enrollment.
  - Target: Dual credit or dual enrollment offerings offered to students at each high school within the taxing district and service region.
  - Target: Annual 3% growth in headcount and credit hours for dual credit and dual enrollment.

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

*Objective 1: Improve student persistence rates.*

### Strategies

- Implement recommendations outlined by Retention and Completion Committee (Fall, 2017 report)
  - Target: Reach the IPEDS persistence average by raising fall-to-fall persistence rate from 57% to 60% by Spring 2019

*Objective 2: Improve student completion rates*

### Strategies

- Adopt strategies recommended by Retention Committee.
  - Target: Increase success rate for students who complete or transfer to a 4-year institution from 34.94% to 42.6% in accordance with National Community College Benchmark Program (NCCBP) by Spring 2019

## **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: Reverse enrollment declines and grow enrollment across locations and modalities.*

### **Strategies**

- Determine enrollment goals for the institution.
  - Target: 3% annual credit hour enrollment growth.
- Develop enrollment management strategies to meet 3% goal.
  - Target: Development of new enrollment management plan in 2018-19.

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

*Objective 1: Enhance programs and services related to workforce development, in collaboration with regional employers*

### **Strategies**

- Regularly engage and seek input from business and industry partners to help strengthen our programs to further workforce development in the region.
  - Target: Annual 3% growth in participants involved in training and other workforce development programs.
  - Target: Year-over-year growth in the number of employers served by Center for Workforce Development

## 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 will regularly solicit data and input on employee satisfaction.***

**Strategies:**

- Regularly conduct external employee surveys
- Regularly conduct internal surveys, focus groups and program evaluations to evaluate employee satisfaction and use the data to effect positive change
  - Target: Annual improvement on employee satisfaction ratings.

***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.
  - Target: Conduct market compensation study in FY18
  - Target: Use data from compensation study to establish market goals for salaries and benefits.

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

**Strategies:**

- Provide professional development focused on institutional assessment.
  - Target: Training, workshops, or other professional development related to assessment offered to faculty and staff annually.
  - Target: Annual increase in participation in subsequent years.
  - Target: Establish baseline satisfaction rate with offerings, and plan for improved satisfaction in subsequent years.
- Provide opportunities for team-building and relationship-building among employees.
  - Target: Opportunities offered beginning in FY19.
  - Target: Annual increase in participation in subsequent years.
  - Target: Establish baseline satisfaction rate with offerings, and plan for improved satisfaction in subsequent years.

## 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 will keep stakeholders informed of decisions and information affecting the institution.***

**Strategies:**

- Improve campus communications to better disseminate information and solicit input.
  - Target: Establish campus communication plan in 2018.
  - Target: Improved satisfaction ratings on employee surveys and related instruments on categories related to campus communication.

***Objective 2: The Board of Trustees will be responsible for the strategic direction of the institution.***

**Strategies**

- Provide opportunities for board development and training.
  - Target: In 2018 develop plan for board development and training.

***Objective 3: Develop a new Strategic Plan to guide the institution.***

***Strategies***

- Establish Strategic Planning Committee
- Utilize a consultant/facilitator to guide the development of the plan.
- 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.
  - Target: Strategic plan update approved in 2018.
  - Target: New Strategic Plan developed and approved in 2018-19.

## **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: The College will integrate key performance measures and other data to evaluate institutional effectiveness.***

### **Strategies**

- Establish Office of Institutional Effectiveness to coordinate assessment, institutional research, planning, and accreditation processes.
- Develop plan to comprehensively evaluate institutional effectiveness.
- Use Dashboard to track and communicate institutional effectiveness.
  - Target: Office of Institutional Effectiveness established in 2018.
  - Target: Institutional Effectiveness Plan developed in 2018-19.

## **CATEGORY SIX: QUALITY IMPROVEMENT**

**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 strategies and objectives with the strategic plan.
- Develop regular training or other professional development opportunities for all faculty and staff that are related to planning, data usage and continuous quality improvement.
  - Target: Development of new Strategic Plan in 2018-19.
  - Target: Training provided to enable faculty and staff to utilize data for quality improvement and in support of the Strategic Plan.

***Objective 2: 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.
- Integrate planning, budgeting, assessment and accreditation through the use of technology.
  - Target: Establish plan in 2018-19 for use of technology to enhance integration of planning, budgeting, assessment, and accreditation processes.

**EAST CENTRAL COLLEGE  
BOARD OF TRUSTEES MEETING  
March 5, 2018**

**AGENDA ITEM 11: \*PERSONNEL**

**A. ADJUNCT FACULTY – SPRING 2018**

**Recommendation:** To **approve** changes to the roster of adjunct faculty for the Spring 2018 semester as outlined on the attached memorandum.

Attachment

3/5/2018

**East Central College**

1964 Prairie Dell Road, Union, Missouri 63084

(636) 584-6501

FAX (636) 583-6602

Section 11, Page 1



# EAST CENTRAL COLLEGE

## Interoffice Memo

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TO: Dr. Bauer  
DATE: February 26, 2018  
FROM: Office of Academic Affairs  
RE: Adjunct Addendum for Spring Semester 2018

Please approve the following adjunct addendum for Spring semester 2018.

### ADDITIONS

**Nursing and Allied Health**  
Lisa Korn, EMT  
Barb McNamara, Nursing

**Math/Engineering/Science**  
Jeffrey Jacques, Geology  
Elmer Kellmann, Biology  
Shelly Lewis, Math

**Dual Credit**  
Sharlet Peterson, Linn  
Kelly Wood, Washington

**Career and Technical Education**  
William Yokley, HVAC

### DELETIONS

**Nursing and Allied Health**  
Sharon O'Brien, Medical Assisting  
Junette Owen, Nursing

**Social Sciences**  
Sarah Scroggins, Psychology

  
\_\_\_\_\_  
Vice President, Academic Affairs

  
\_\_\_\_\_  
Director, Human Resources

**EAST CENTRAL COLLEGE  
BOARD OF TRUSTEES MEETING  
March 5, 2018**

**AGENDA ITEM 12: REPORTS**

Reports may be presented by:

- A. Faculty Association President, Tom Fitts
- B. ECC-NEA President, Sue Henderson
- C. Professional Staff President, Karen Klos
- D. Classified Staff Association Vice President, Kim Aguilar
- E. Student Government Association President, Michail Ratcliff

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**East Central College**

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**EAST CENTRAL COLLEGE  
BOARD OF TRUSTEES MEETING  
March 5, 2018**

**AGENDA ITEM 13: PRESIDENT’S REPORT**

Projected meeting dates for 2018 are listed below for planning purposes. Meetings will normally begin at 5:30 p.m. Please let me know as soon as possible if you will not be able to attend any of the projected meetings.

**2018 Projected Meeting Dates**

**Alternate Meeting Dates**

April 2  
May 7  
June 4  
July 19 (*Thursday noon business meeting*)  
August 27  
No September Meeting  
October 1  
November 5  
December 3

April 12  
May 14  
June 11  
  
October 8  
November 12  
December 10

**EAST CENTRAL COLLEGE  
BOARD OF TRUSTEES MEETING  
March 5, 2018**

**AGENDA ITEM 14: ADJOURNMENT**

**Recommendation:** To **adjourn** the March 5, 2018 meeting of the Board of Trustees.

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**East Central College**

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