

**EAST CENTRAL COLLEGE
BOARD OF TRUSTEES MEETING
Monday, March 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, Prudence Fink Johnson, Don Kappelman, Cookie Hays and Eric Park. Also present were President of the College Jon Bauer; Administrators – Vice President of Academic Affairs Tia Robinson, Vice President of External Relations Joel Doepker, Vice President of Student Affairs Shelli Allen, 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, Research Analyst Dana Riegel, Campus Police Officer Todd Schlitt, Faculty Association President Tom Fitts, NEA President Sue Henderson, Professional Staff President Karen Klos, Classified Staff Association Vice President Kim Aguilar, faculty members Leigh Kolb and Nancy Mitchell, Student Government President Michail Ratcliff, and Executive Assistant to the President Bonnie Gardner.

RECOGNITION OF GUESTS: Mr. Scherder introduced Kavahn Mansouri from the *Missourian*. Erika Johnson and George Meyer were also present.

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 March 5, 2018 meeting of the Board of Trustees.

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

***APPROVAL OF MINUTES:** The Board approved the minutes of the February 5, 2018 regular meeting of the Board of Trustees.

TREASURER’S REPORT AND FINANCIAL REPORT: Vice President Pena reviewed the year-to-date financials.

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

Motion by Prudence Fink Johnson; Seconded by Eric Park; Carried Unanimously

APPROVAL OF BIDS: Vice President Doepker stated both pieces of equipment are for the Culinary Arts program and will be purchased using state vocational enhancement grant funds with at 25% College match.

Motion: 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, leaving a balance of \$8,844.53 to be paid by East Central College.

Motion by Prudence Fink Johnson; Seconded by Joseph Stroetker; Carried Unanimously

Motion: 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 leaving a balance of \$6,924.50 to be paid by East Central College.

Motion by Prudence Fink Johnson; Seconded by Joseph Stroetker; Carried Unanimously

TUITION AND FEES: Dr. Bauer noted this recommendation was developed following a review of projected revenue and expenses. Since that time, discussions occurring in the legislature regarding budget have become more favorable to higher education. He asked that this item be tabled until the state budget recommendation is closer to finalization. Registration begins March 26 and it would be better to have the tuition rate set prior to that date. A special meeting of the Board to address tuition and fees may be called later in March. Dr. Park expressed the need to be cognizant of the fact that any increase is a burden on the people the College is serving.

INSTITUTIONAL EFFECTIVENESS DIRECTOR: Dr. Bauer noted that the establishment of an institutional effectiveness position is the top recommendation of the Higher Learning Commission (HLC) Task Force. This position would be responsible for coordinating a number of disparate elements and is important for the institution in the long term. Approval is being requested now rather than waiting for the development of the FY19 staffing plan so that the position can be advertised and filled before the fiscal year ends.

The Board expressed differing opinions on the need for this position and noted that current administrators are qualified and charged with institutional effectiveness. Some felt a new position should not be created that relieves any responsibility from the vice presidents. The job of this new person should be to coordinate with the vice presidents to ensure data is used to enhance the effectiveness of the institution. Others noted that decisions are currently made in silos and a person who can look holistically at what is happening will provide for better decision making. The person hired should have authority to ensure recommendations are not dismissed out of hand. While this may not be a good time to add an administrative position, it was the recommendation of the Task Force and should be taken seriously.

Faculty members and ECC-NEA leaders Nancy Mitchell and Sue Henderson addressed the Board on the importance of having one position/office that is responsible for quality improvement and assessment across all areas. This will pull all the separate activities together into a coordinated approach for the institution. Controller Annette Moore also spoke to the need for this position as a quality control measure. She recommended that the reporting structure for this position have a dotted line to the Board or that the Board establish a committee to meet regularly with this office.

Dr. Bauer noted that Institutional Research will report to the Executive Director of Institutional Effectiveness and the Executive Director will report to the President. It was clarified with the faculty members present that there is generally support for creating this position. Dr. Park expressed the opinion that perhaps this position should be at the executive vice president level.

Motion: 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.

Motion by Prudence Fink Johnson; Seconded by Cookie Hays; Carried 5 – 1 with Mr. Kappelmann voting no

STRATEGIC PLAN UPDATE: Dr. Bauer noted that since the Board adopted the current Strategic Plan in 2014, he is asking for the adoption of the updated plan. The updated plan has been narrowed to focus on issues of particular importance at this moment in time. A new comprehensive, five-year strategic plan will be developed soon. The update emphasizes increasing outreach in dual credit and dual technical credit as well as growing online offerings. It incorporates the recommendations of the Retention Committee. A target is set for three percent annual enrollment growth. The College will continue to engage employees through surveys and aim for an annual improvement in satisfaction ratings with a goal of reaching the top tier. The compensation analysis is underway and that data will be used to establish targets for where the College wants to be in the market. Professional development plans include development related to assessment of institutional performance on a number of fronts. The focus under planning and leading includes improved campus communication, development of a plan for Board development and training, a more formalized trustee orientation, development of a new strategic plan with a committee that includes Board membership as well as the use of a consultant/facilitator, and an emphasis on the systematic use of data to improve operations.

It was noted that accreditors are listed as stakeholders in the plan. Dr. Park suggested accrediting bodies should be objective and unbiased and, as such, would not be considered stakeholders.

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

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

***PERSONNEL:** The Board **approved** changes to the roster of adjunct faculty for the Spring 2018 semester as listed in the attached memorandum.

REPORTS: Mr. Kappelmann read a statement to the Board in recognition of his final Board meeting.

- A. FACULTY ASSOCIATION REPORT:** Faculty Association President Tom Fitts reported that officer elections will occur in the month of March and thanked the Board for the opportunity to provide them updates over the last two years.
- B. ECC-NEA:** ECC-NEA President Sue Henderson reported the association hopes to have a reception on campus for the winners of the Inspiring Excellence Award in May. A few members will be attending the NEA National Leadership Summit. Officer elections are underway and Sue will be stepping down. She expressed her appreciation for the opportunity to provide updates at Board meetings.
- C. PROFESSIONAL STAFF ASSOCIATION REPORT:** Professional Staff Association President Karen Klos reported the Department of Education has accepted the College's recertification for Title IV funding with a six-year approval, the longest time a college can receive. The 2015 draft cohort default rate is 17.3% which is down from 19%. Two DECA students recently competed at the Missouri Career Development Conference. Clayton Walde received a Proficiency Award for role play and placed seventh in the Fashion Merchandising and Marketing Event. Sara Hamer placed ninth in the HR management event.
- D. CLASSIFIED STAFF ASSOCIATION REPORT:** Classified Staff Association Vice President Kim Aguilar stated the association had no report.
- E. STUDENT GOVERNMENT ASSOCIATION:** SGA President Michail Ratcliff expressed appreciation for the opportunity to attend the recent Foundation dinner. He reported the clubs operated a concession stand during Little Shop of Horrors and students are now working on

plans for Falcon Fest. Officer elections will occur in April, and the R & R Club is hosting a lock in on March 16. He noted that students have expressed concern regarding accreditation and what the probationary status will mean.

PRESIDENT’S REPORT: Dr. Bauer reported the next step in the Higher Learning Commission process is to submit the institutional response to the accreditation team’s report; that will occur on March 23. A new shared governance policy will be brought to the Board in April. It will be based on the statement of shared governance developed by the governance subcommittee.

The state budget is still under development and leadership in both chambers have publicly expressed a desire to mitigate or eliminate the governor’s proposed cuts. The community colleges are tracking a bill on mission review that would provide a statutory mechanism for offering a bachelor’s degree at a community college with demonstrated need and capacity to offer the program if there are no other providers in the area.

Immediately before the April meeting, the 50th anniversary celebration will kick off. April 2 marks the anniversary of the formation of the district. A reception is planned for that afternoon to commemorate the date; other activities will occur throughout the next 17 months. September 2019 marks the 50th anniversary of the first classes.

The Chi Delta Chapter of PTK has been named a reach chapter for their work in membership development and will be recognized at the April PTK convention.

The softball season is off to 4-0 start this year.

Next month Audrey Freitag will be sworn in as a new trustee and Prudence Johnson will also be sworn in for another term. The meeting will be the first Monday of month since no election was needed, and the Board will elect officers at that time

ADJOURNMENT:

Motion: To adjourn the March 5, 2018 public Board of Trustees meeting at 6:40 p.m.

Motion by Don Kappelmann; Seconded by Eric Park; carried unanimously.

President, Board of Trustees

Secretary, Board of Trustees

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, centered horizontally.

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:

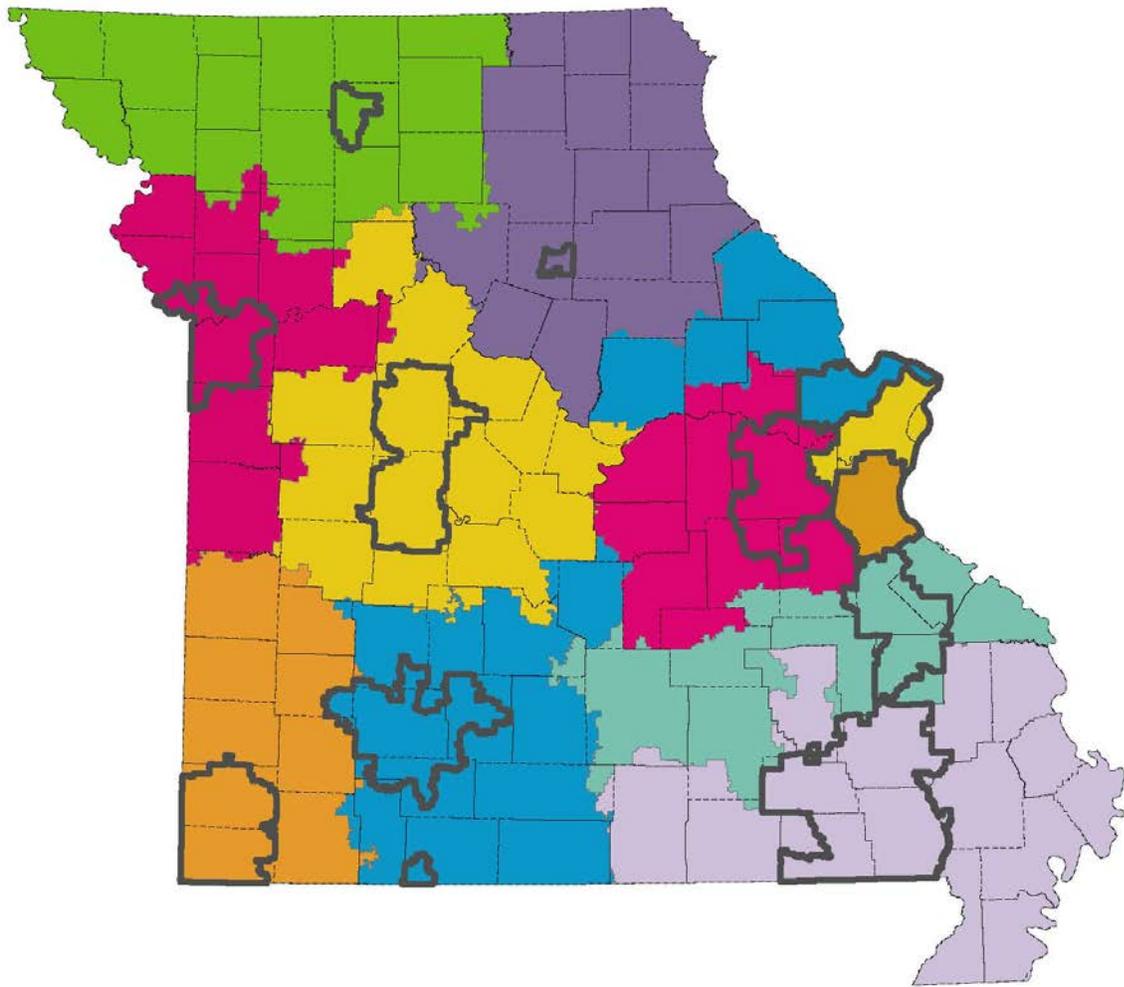
- Prospective, current and former students
- Communities served by the college
- Employers
- Educational partners, including pre-K-12 educators, transfer institutions, and peer community colleges
- Foundation members, donors, and other supporters of the college.
- Accreditors
- Local, state and federal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

Interoffice Memo

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