



**BOARD OF TRUSTEES  
MEETING**

**May 6, 2019**

**EAST CENTRAL COLLEGE**  
**BOARD OF TRUSTEES MEETING AGENDA**  
**Monday, May 6, 2019**  
**5:30 p.m. BH238**

		Action <sup>1</sup>	Discussion	Information
1.	CALL TO ORDER			
2.	RECOGNITION OF GUESTS			X
3.	PUBLIC COMMENT			
4.	APPROVAL OF AGENDA (Consent Agenda: Agenda items of a routine nature will be marked with an asterisk [*] located immediately before the item. Unless a Board member requests an item be removed for discussion, the agenda will be approved upon a motion and a second of the Board and unanimously adopted and shall have the same validity as if each action were separately moved, seconded and adopted. Any item removed upon request of a Board member will be taken up in its regular place on the agenda.)	4 Votes		
5.	*APPROVAL OF MINUTES	4 Votes		
6.	TREASURER'S REPORT AND FINANCIAL REPORT	Simple Majority		
7.	PROPOSED NEW POLICY: BPP 3.31 ADMISSION OF STUDENTS WITH PAST FELONY CONVICTIONS	4 Votes		
8.	FACULTY PROMOTION IN RANK	4 Votes		
9.	EXTENSION OF MEMORANDUM OF UNDERSTANDING – CENTRAL METHODIST UNIVERSITY	4 Votes		
10.	INTERIM STRATEGIC PLAN UPDATE			X
11.	*PERSONNEL A. INTENTION TO RE-EMPLOY PROFESSIONAL STAFF B. INTENTION TO RE-EMPLOY FULL-TIME FACULTY C. ADJUNCT FACULTY – SUMMER 2019	4 Votes		
12.	BOARD PRESIDENT'S REPORT			X
13.	REPORTS A. Faculty Association B. ECC-NEA C. Professional Staff Association D. Classified Staff Association E. Student Government Association			X
14.	PRESIDENT'S REPORT			X
15.	ADJOURNMENT	Simple Majority		

<sup>1</sup>RSMo Section 178.830 states, in part: "...A majority of the Board constitutes a quorum for the transaction of business, but no contract shall be let, teacher employed or dismissed, or bill approved unless a majority of the whole Board votes therefor."

**EAST CENTRAL COLLEGE  
BOARD OF TRUSTEES MEETING  
May 6, 2019**

**AGENDA ITEM 1: CALL TO ORDER**

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

5/6/2019

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  
May 6, 2019**

**AGENDA ITEM 2: RECOGNITION OF GUESTS**

Guests will be recognized by Mr. Jay Scherder.

5/6/2019

**East Central College**

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Section 2, Page 1

**EAST CENTRAL COLLEGE  
BOARD OF TRUSTEES MEETING  
May 6, 2019**

**AGENDA ITEM 3: PUBLIC COMMENT**

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

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**East Central College**

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**EAST CENTRAL COLLEGE  
BOARD OF TRUSTEES MEETING  
May 6, 2019**

**AGENDA ITEM 4: APPROVAL OF AGENDA**

**Recommendation:** To **approve** the agenda for the May 6, 2019, Board of Trustees meeting.

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Section 4, Page 1

**East Central College**

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

### Consent Agenda Items for May 6, 2019:

Approval of Minutes  
Personnel

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  
May 6, 2019**

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

**Recommendation:** To **approve** the minutes of the March 28, 2019 Board Workshop and the April 1, 2019 regular meeting of the Board of Trustees.

Attachments

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Section 5, Page 1

**East Central College**

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**EAST CENTRAL COLLEGE  
BOARD OF TRUSTEES WORKSHOP**

**Thursday, March 28, 2019**

**CALL TO ORDER:** The Board of Trustees Workshop was called to order at 5:06 p.m. by Board President Ann Hartley. Other Board members present for the meeting were Joseph Stroetker, Prudence Fink Johnson, Cookie Hays and Audrey Freitag. Also present were President of the College Jon Bauer; Interim Vice President of Academic Affairs Robyn Walter; Vice President of External Relations Joel Doepker; Vice President of Finance and Administration Phil Pena; Director of Human Resources Wendy Hartmann; Strategic Planning Committee Tri-Chairs Michelle Smith, Megan Elbert and Wendy Pecka; and Executive Assistant to the President Bonnie Gardner.

**RECOGNITION OF GUESTS:** Dr. Bauer recognized Amanda Postma from the *Missourian* and Kevin David from CampusWorks.

**STRATEGIC PLANNING – MISSION REVIEW/VISION DEVELOPMENT:** Kevin David from CampusWorks welcomed the group and noted that the scan teams from the Strategic Planning Committee presented their findings on topics from the Future Summit earlier in the day and will be spending three hours drafting initial strategy statements on March 29.

Dr. David shared the draft values statements indicating these need to be owned by the employees. The values represent how the employees want to work together and the culture they want to work in; they are also viewed as aspirational. The values were arrived at following a survey of the entire college that produced information which was synthesized by CampusWorks into values that rose to the top. All employees were invited to participate in a Values Workshop where this information was shared and the breakout groups developed a smaller list of ten to twelve values. The committee was then asked for further analyze these values via a survey where each committee member selected his/her top six values. The results of that survey were reviewed by the tri-chairs who recommended six values. The entire committee then drafted the following values statements which will be recommended to the campus and Board for adoption:

- **Integrity** – We build trust through open and honest communication, transparent decision making, and following through on our commitments.
- **Diversity** – We value and respect all people and perspectives, ensuring all voices are heard and fostering an inclusive community that embraces our differences as essential for success.
- **Learning** – We energize our community through continuous personal and intellectual growth, curiosity, innovation, and adaptation.
- **Service** – We strengthen our region through our unwavering commitment to student success, supporting each other, and responsible citizenship.
- **Empowerment** – We equip our students and employees with the resources and tools needed to be self-reliant and courageous leaders in a changing world.
- **Collaboration** – We work with, not around, each other and rely on teamwork to accomplish our common goals.

Dr. David reminded the group that the College's mission is the reason for being; the vision is what the College wants to do (an aspirational statement). He then provided the potential mission statements drafted at the last workshop with an alternative wording provided later by Ms. Hays.

March 28, 2019 Board Workshop

- Enriching lives and communities through education
- Empowering our students and enriching our community through life-changing education  
Alternative: Empowering our students and enriching the communities we serve through life changing education
- Building exceptional lives through engagement, enrichment and empowerment

These were shared with the Strategic Planning Committee, with the following feedback:

- 1) The words life changing, empowerment and community were viewed favorably.
- 2) Education should be added to the last statement if it is selected.
- 3) The word quality in relation to education should be included.

Those present worked in subgroups to refine the statements and provided the following options that will be shared with the campus at the end of April in a survey requesting feedback on the mission, vision, values and strategies:

- Empowering our students and enriching the communities we serve through life-changing education.
- Enriching lives through education.

Dr. David reminded the group that, ultimately, the Board will select the mission statement. He then moved on to activities to develop a vision statement. The vision defines the long-term goal of the organization and provides a clear and specific aspiration. It should be different from the college's current position; future-oriented and ambitious; aspirational, inspirational, and/or motivational; clear and concise; drive action; and serve as a filter for all other decisions.

The subgroups developed the following vision statements for discussion:

- ECC will reach every life, improve every community.
- ECC is a dynamic, innovative college of choice in a thriving community.
- Lead our region to economic success through education.

Following discussion, it was agreed that the vision statement to be shared with employees for feedback is:

- Reaching every life, improving every community

**ADJOURNMENT:**

**Motion:** To **adjourn** the March 28, 2019 public Board of Trustees workshop at 7:07 p.m.

*Motion by Audrey Freitag; Seconded by Cookie Hays; 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**

**Monday, April 1, 2019**

**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, Cookie Hays, Eric Park and Audrey Freitag. Also present were President of the College Jon Bauer; Administrators - Interim Vice President of Academic Affairs Robyn Walter, Vice President of External Relations Joel Doepker, and Vice President of Finance and Administration Phil Pena; Other Staff – Executive Director of Institutional Effectiveness, Michelle Smith, Director of Financial Services Annette Moore, Director of Public Relations Jay Scherder, Human Resources Director Wendy Hartmann, Financial Aid Director Karen Griffin, Campus Life and Leadership Coordinator Courtney Henrichsen, Campus Police Officer Tommie Lowe, NEA President Tom Fitts, Faculty Association President Jenifer Goodson, Professional Staff President Jenny Kuchem, Classified Staff Association Treasurer Bethany Herron, Student Government Association (SGA) Recording Officer Josh German, SGA Vice President Juanita Ziegler and Executive Assistant to the President Bonnie Gardner.

**RECOGNITION OF GUESTS:** Mr. Scherder introduced Amanda Postma from the *Missourian*.

**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 April 1, 2019 meeting of the Board of Trustees.

*Motion by Audrey Freitag; Seconded by Cookie Hays; Carried Unanimously*

**\*APPROVAL OF MINUTES:** The Board approved the minutes of the March 4, 2019 meeting of the Board of Trustees.

**TREASURER’S REPORT AND FINANCIAL REPORT:** Vice President Phil Pena reviewed the financial statements.

**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 Joseph Stroetker; Carried Unanimously*

**PROPOSED NEW POLICY: BPP3.31 ADMISSION OF STUDENTS WITH PAST FELONY CONVICTIONS:** Dr. Bauer indicated the draft policy was recommended by the Shared Governance Council (SGC) and that wording changes were made from the version presented last month. The policy and associated procedures outline the process to review applications for admission if a student pleads guilty or is convicted of a felony. The language in the admission application will mirror the policy language. The Board expressed appreciation to the SGC for revising the language and indicated the new wording addressed their concerns. The policy will be brought back in May for approval.

**HIGHER LEARNING COMMISSION (HLC) ACCREDITATION:** Vice President Robyn Walter informed the Board that the HLC focus visit has been set for November 18 and 19; the College’s report is due

to HLC by September 23. The accreditation team has been meeting regularly and gathering data in support of the criteria. The team met via Zoom with the HLC staff liaison, Tom Bordenkircher, who has reviewed the working document regarding evidence for each criterion. He acknowledged the College's progress and recognizes there will be limited data in some areas at the time of the focus visit; some components may require a monitoring report. Participation in the HLC Assessment Academy is related to Criterion 4; Mr. Bordenkircher indicated participation in the Academy was a positive action by the College. The assessment team has established a plan and is on schedule with identifying learning outcomes. Assessment and retention will need continued faculty support and attention.

Dr. Michelle Smith provided an update on the strategic planning process. She noted that Mr. Bordenkircher indicated how critical this process is and was very encouraging regarding the College's progress. He spoke to the Board's role in the implementation and monitoring of the goals and objectives. By the end of April, strategies should be identified and action plans will be developed over the summer. The plan will be presented to the campus and the Board in August and rolled out to the public at the September 15 anniversary celebration. Board members agreed that they must understand the metrics for measuring results and need to define a process for closing the loop so items do not slip through the cracks. An update on the interim strategic plan will be provided to the Board at the May meeting; development of the new plan, establishment of the Institutional Effectiveness office, and assessment are key elements of the interim plan.

**\*PERSONNEL:** The Board **approved** the reappointment of the following administrators for the 2019-20 fiscal year: Joel Doepker, Vice President, External Relations; Heath Martin, Vice President, Student Development; Dr. Philip Pena, Vice President, Finance and Administration; and Robyn Walter, Interim Vice President, Academic Affairs. The Board also **approved** the appointment of Megan Strubberg Poynter as Director of Early College Programs effective May 1, 2019 with an annual salary of \$61,000.

**BOARD PRESIDENT'S REPORT:** Ms. Hartley expressed appreciation for all the work being done in support of accreditation and development of the strategic plan.

**REPORTS:**

- A. FACULTY ASSOCIATION REPORT:** Faculty Association President Jenifer Goodson reported on faculty participation in workshops, conferences and community organizations. She noted that the Rolla Phi Theta Kappa chapter has been recognized for their college project, Wendy Pecka has been named as one of two distinguished advisors in the state (1 of 16 internationally) and the Union advising team has been named one of two distinguished teams in the state (1 of 16 internationally). The Missouri Bureau of Emergency Medical Services completed a site visit of ECC's EMS program and awarded a five-year state certificate.
- B. ECC-NEA REPORT:** NEA President Tom Fitts reported the NEA is holding elections in April and will have a new vice president and secretary. Bargaining continues as all try to understand the implications of the injunction against House Bill 1413. Tom noted that he has shared with the faculty that it is important to recognize everyone is here for the students and all need to keep this in mind no matter our differences.
- C. PROFESSIONAL STAFF ASSOCIATION REPORT:** Professional Staff Association President Jenny Kuchem reported that Michelle Branton has been nominated for the 2018 Dan Cockrell Dissertation of the Year Award. Alcohol screening will be offered for students

this spring. The Access Services Advisory Council has met to gather input from stakeholders. The enrollment goal for the current week was 354 registrations; as of today there are 669 registrations.

- D. CLASSIFIED STAFF ASSOCIATION (CSA) REPORT:** Classified Staff Association Treasurer Bethany Herron reported the spring fundraiser provided \$369 for the scholarship fund. The Spring 2019 Classified Staff Spotlight Award winner is Donna Kennedy, custodian. A reception will be held on April 11 at 10 a.m. to present her award.
  
- E. STUDENT GOVERNMENT ASSOCIATION:** SGA Vice President Juanita Ziegler reported Cinderella's Closet did not receive as big a turnout as hoped, probably due to area high schools hosting their own closets. Officer elections will occur April 8–11. Plans are underway for Falcon Fest on April 10 and the blood drive on April 11. Student Achievement Night is April 17 and the Consent Forum is April 18. SGA is co-sponsoring a lock-in with the R & R Club and a trivia night with the Scholar Bowl Team, PTK and the Art Club.

**PRESIDENT'S REPORT:** Dr. Bauer expressed appreciation for Tom Fitts' remarks regarding everyone being here for the students and noted that negotiations have been very collaborative and approached in the spirit of finding the best solution that will support student success.

The strategic planning process is on track and draft strategies were developed at the March 29 committee work session; a final plan is anticipated for presentation at the August Board meeting.

Early enrollment numbers are encouraging.

Several meetings have been held with the contractor approved for HVAC work during the summer; there are a lot of logistics to work out and weekly meetings are planned. Most of the work will occur after graduation with a goal of completion by the start of fall classes.

ECC's Facebook page has received national recognition with a Bronze Paragon Award from the National Council of Marketing and Public Relations. In addition, the Nursing Program has been recognized as one of the top five in the state by RegisteredNursing.org.

The annual report, which details work over the past year, has been distributed to key stakeholders and additional copies are available.

The Missouri House has issued a resolution commemorating the College's 50<sup>th</sup> anniversary; the Senate will be issuing a resolution as well. The state budget has passed the House and is in the Senate. The core appropriation, at this point, remains level.

The College closed for spring break for the first time this year and discussion is underway regarding how to measure the impact of this closing, as well as the fall break closing. Employees enjoyed the time off; however, service to students needs to be upheld.

**EXECUTIVE SESSION – REVISED STATUTES OF MISSOURI 2004, SECTION 610.21 (1) LEGAL AND (3) PERSONNEL:**

**Motion:** To **enter** into executive session per RSMo 2004, Section 610.021 (1) Legal and (3) Personnel at 6:12 p.m.

*Motion by Joseph Stroetker; Seconded by Eric Park*

The following roll call vote was taken, and the motion carried.

<u>  yes  </u> A. Hartley	<u>  yes  </u> P. Johnson	<u>  yes  </u> E. Park
<u>  yes  </u> J. Stroetker	<u>  yes  </u> C. Hays	<u>  yes  </u> A. Freitag

**Motion:** To **resume** open session at 7:24 p.m.

*Motion by Joseph Stroetker; seconded by Prudence Johnson*

The following roll call vote was taken, and the motion carried.

<u>  yes  </u> A. Hartley	<u>  yes  </u> P. Johnson	<u>  yes  </u> E. Park
<u>  yes  </u> J. Stroetker	<u>  yes  </u> C. Hays	<u>  yes  </u> A. Freitag

**ADJOURNMENT:**

**Motion:** To **adjourn** the April 1, 2019 public Board of Trustees meeting at 7:24 p.m.

*Motion by Joseph Stroetker; Seconded by Prudence Johnson; 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  
May 6, 2019**

**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

5/6/2019

Section 6, Page 1

**East Central College**

1964 Prairie Dell Road, Union, Missouri 63084  
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**East Central College**  
**Statement of Net Assets for all Funds**  
**As of March 31, 2019 and March 31, 2018**

ASSETS	<u>3/31/19</u>	<u>3/31/18</u>
Current		
Cash	10,143,619	7,956,557
Investments	842,776	839,859
Receivables, net		
Student	1,681,589	879,380
Federal & State agencies	689,743	793,025
Other	102,373	107,995
Inventories	212,876	222,779
Prepaid expenses	179,692	200,600
<b>Total Current Assets</b>	<b>13,852,668</b>	<b>11,000,195</b>
Non-Current Assets		
Other Assets	585,403	769,007
Capital Assets (net)	41,830,643	43,275,340
<b>Total Non-Current Assets</b>	<b>42,416,046</b>	<b>44,044,347</b>
<b>Total Assets</b>	<b>56,268,714</b>	<b>55,044,542</b>
<b>DEFERRED OUTFLOW OF RESOURCES</b>		
Deferred pension outflows	<b>8,859,724</b>	<b>7,971,713</b>
<b>Total Assets and Deferred         Outflow of Resources</b>	<b>65,128,438</b>	<b>63,016,255</b>
<b>LIABILITIES</b>		
Current Liabilities		
Accounts Payable	79,408	10,889
Accrued Wages & Benefits	323,039	330,198
Unearned Revenue	1,365,702	576,855
Due to Agency Groups	87,024	88,260
Accrued Interest	0	56,254
<b>Total Current Liabilities</b>	<b>1,855,173</b>	<b>1,062,456</b>
Non-Current Liabilities		
USDA Loan	766,667	866,667
Bonds Payable	10,727,954	12,730,000
Premium on Sale of Bonds	746,568	848,965
Net Pension Liability	15,015,392	15,053,065
Compensated Absences	499,548	511,560
Post Employment Benefit Plan Payable	1,207,741	601,100
Johnson Control Performance Contract	1,171,011	1,258,583
United Bank of Union	2,000,000	-
<b>Total Non-Current Liabilities</b>	<b>32,134,881</b>	<b>31,869,940</b>
<b>Total Liabilities</b>	<b>33,990,054</b>	<b>32,932,396</b>
<b>DEFERRED INFLOW OF RESOURCES</b>		
Deferred pension inflows	<b>4,999,826</b>	<b>3,726,851</b>
<b>NET ASSETS</b>		
Investment in Capital Assets, net	35,929,060	37,620,142
Restricted for Debt Service	106,930	41,033
Board Restricted	1,760,000	1,760,000
Unrestricted:		
General Fund	6,813,870	7,028,246
All other Funds	-18,471,303	-20,092,413
<b>Total Net Assets</b>	<b>26,138,557</b>	<b>26,357,008</b>
<b>Total Liabilities, Deferred Inflow         of Resources and Net Assets</b>	<b>65,128,438</b>	<b>63,016,255</b>



**East Central College**  
**Statement of Activities**  
**General Fund**

**As of March 31, 2019 and March 31, 2018**

	For the Fiscal Year Ending June 30, 2019			For the Fiscal Year Ended June 30, 2018			
	Current FY Budget	March 2019 Month end	Current FY Year-To-Date	Prior FY Budget	March 2018 Month end	Prior FY Year-To-Date	Prior FYE
<b>Revenues:</b>							
Local Revenue	6,671,746	251,500	6,522,665	6,313,000	240,143	6,342,719	6,509,020
State Revenue	5,259,236	426,639	3,839,745	5,306,645	428,548	3,856,938	5,238,705
Federal Revenue		6,040	6,270	5,000	6,760	7,130	7,130
Tuition and Fees	5,473,806	125,848	5,371,179	6,852,940	53,956	5,462,641	5,566,832
Interest Income	61,028	7,544	54,405	50,000	8,027	52,225	81,826
Gifts and Grants	-	-	28,933	45,000	76,825	111,399	59,347
Miscellaneous Revenue	-	12,272	116,082	80,519	12,384	56,993	72,636
Transfers-Interfund & Indire	-	-	(4,314)	-	-	10,322	-492,574
Transfer Federal Programs	-	-	-	-	3,474	-	5,849
<b>Total Revenues</b>	<b>17,465,816</b>	<b>829,843</b>	<b>15,934,965</b>	<b>18,653,104</b>	<b>830,117</b>	<b>15,900,367</b>	<b>17,048,771</b>
<b>Expenses:</b>							
Salaries	10,293,929	1,184,547	7,194,969	10,468,339	1,244,898	7,379,090	10,114,128
Benefits	3,124,302	302,776	2,427,506	3,170,393	320,622	2,415,916	3,586,941
Contractual Services	681,756	14,662	771,180	615,370	36,069	699,247	868,370
Current Expenses	1,310,723	31,078	544,642	1,361,919	45,438	559,610	843,308
Travel	204,909	12,723	125,911	218,087	13,649	136,076	179,758
Property & Casualty Insuran	202,073	-	200,191	205,000	-	202,062	202,062
Vehicle Expense	15,200	117	4,701	3,450	1,271	8,354	11,794
Utilities	568,500	75,156	394,131	708,599	41,666	388,396	596,416
Tele/Communications	222,291	15,629	198,043	219,201	20,337	158,312	222,336
Miscellaneous	454,553	12,378	273,198	1,210,844	22,687	243,574	434,818
Clearing Account	-	-	2,561	-	-2,029	-904	-
Scholarship Expense	65,500	981	57,516	74,500	-	59,487	64,184
Faculty Development	25,000	1,270	10,184	25,000	695	4,571	25,000
Instit. Match for Grants	78,000	-	71,183	309,722	63,257	63,257	63,257
Commitment to ABE	20,000	-	-	20,000	-	-	20,000
Instit. Commit.to Fine Arts	6,500	-	-	6,500	-	-	6,500
Instit. Commit.to Word & M	3,200	-	-	3,200	-	-	-
Capital	170,980	2,522	6,016	32,980	-	21,927	44,853
Interfund Transfers	18,400	-	-	-	-	-	-
Interest on Debt	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>17,465,816</b>	<b>1,653,839</b>	<b>12,281,932</b>	<b>18,653,104</b>	<b>1,808,560</b>	<b>12,338,975</b>	<b>17,283,725</b>
<b>Revenue over Expenses</b>	<b>-</b>	<b>-823,996</b>	<b>3,653,033</b>	<b>-</b>	<b>-978,443</b>	<b>3,561,392</b>	<b>-234,954</b>

**East Central College**  
**Statement of Revenue, Expenses & Changes in Net Assets**  
**(All Funds)**  
**As of March 31, 2019 and March 31, 2018**

	For the Fiscal Year Ending June 30, 2019		For the Fiscal Year Ended June 30, 2018	
	March 2019	FY 2019 Year-To-Date	March 2018	FY 2018 Year-To-Date
<b>Operating Revenues:</b>				
Student Tuition & Fees	151,922	6,449,803	68,623	6,552,101
Federal Grants & Contracts	411,163	5,971,887	555,151	6,649,833
State Grants & Contracts	70,559	538,113	150,197 #	421,190
Auxiliary Services Revenue	57,821	1,320,845	53,007	1,566,669
Other Operating Revenue	12,908	203,646	90,506	210,427
<b>Total Operating Revenue</b>	<b>704,373</b>	<b>14,484,294</b>	<b>917,484</b>	<b>15,400,220</b>
<b>Operating Expenses:</b>				
Salaries	1,311,918	8,012,758	1,376,966	8,213,692
Benefits	330,556	2,637,490	347,198	2,618,482
Purchased Services	81,188	1,239,814	125,205	1,207,158
Supplies & Current Expenses	112,765	1,933,477	103,711	2,008,802
Travel	17,201	163,878	16,321	178,744
Insurance	-	215,787	-	218,382
Utilities	97,984	673,988	69,232	625,200
Other	13,501	150,431	22,648	122,255
Depreciation	172,833	1,616,996	203,895	1,567,457
Financial Aid & Scholarship	417,178	6,138,193	500,000	6,676,627
<b>Total Operating Expenses</b>	<b>2,555,124</b>	<b>22,782,812</b>	<b>2,765,176</b>	<b>23,436,799</b>
<b>Operating (Loss)/Gain</b>	<b>-1,850,751</b>	<b>-8,298,518</b>	<b>-1,847,692</b>	<b>-8,036,579</b>
<b>Non-Operating Revenues (Expenses):</b>				
State Appropriations	426,639	3,839,745	428,548	3,856,938
Tax Revenue	310,494	8,052,673	296,472	7,830,504
Interest Income	8,574	62,855	9,347	61,170
Gain/Loss on asset disposal	-	3,550	2,210	14,257
Principal & Interest on Debt	-2,660	-344,906	-	-434,294
<b>Total Non-Operating Revenue (Expense)</b>	<b>743,047</b>	<b>11,613,917</b>	<b>736,577</b>	<b>11,328,575</b>
<b>Increase in Net Assets</b>	<b>-1,107,704</b>	<b>3,315,399</b>	<b>-1,111,115</b>	<b>3,291,996</b>

**East Central College  
Investments  
As of March 31, 2019**

<u>CD Number</u>	<u>Date</u>	<u>Maturity</u>	<u>Term</u>	<u>Rate</u>	<u>Total</u>
<b><u>Bank of Franklin County</u></b>					
8152058	11/13/2018	11/13/2019	12 Months	2.99%	\$ 383,699.95
<b><u>Citizens Bank</u></b>					
272547	5/10/2018	5/10/2019	12 months	2.00%	\$ 380,371.73
<b>ECC Total Invesments</b>					<b>\$ 764,071.68</b>
<b><u>Private CDs Owned by the P. A. Hearst Account</u></b>					
Farmers & Merchants					
Bank - CD #132982028	11/13/2017	8/13/2019	21 months	1.50%	\$ 81,672.62
<b>Total Investments</b>					<b>\$ 81,672.62</b>
<b>Total Investments</b>					<b>\$ 163,345.24</b>

**2018**

Total Cash Accounts	\$ 10,143,619.00
Certificates of Deposit	\$ 764,071.68
	<b>\$ 10,907,690.68</b>

**2017 (December)**

Total Cash Accounts	\$ 3,694,298.00
Certificates of Deposit	\$ 380,371.73
	<b>\$ 4,074,669.73</b>

**East Central College  
Pledged Securities  
As of March 31, 2019**

**Farmers & Merchants**

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

**United Bank of Union**

SECURITY DESCRIPTION	MATURITY DATE	CUSIP NO.	PAR AMOUNT
Federal Home Loan Mortgage Corp	03/01/32	3128P7ST1	\$ 975,914.23
Federal Home Loan Mortgage Corp	01/01/33	3128P7XX6	\$ 1,059,244.67
FHR 4672 QD	08/15/45	3137BXLH3	\$ 911,322.48
Federal National Mortgage Association	07/01/32	31418AGQ5	\$ 897,444.50
Federal Home Loan Mortgage Corp	07/01/34	3128P76D0	\$ 392,154.40
Federal National Mortgage Association	10/01/34	3138EN6G9	\$ 845,074.27
<b>TOTAL</b>			<b>\$ 5,081,154.55</b>

**Citizens Bank**

SECURITY DESCRIPTION	MATURITY DATE	CUSIP NO.	PAR AMOUNT
Franklin County School District, R-XI Union MO	3/1/2021	353100GU8	\$ 540,000.00
FDIC Insurance			\$ 250,000.00
<b>TOTAL</b>			<b>\$ 790,000.00</b>

**Bank of Franklin County**

SECURITY DESCRIPTION	MATURITY DATE	CUSIP NO.	PAR AMOUNT
New York City NY Transitional	8/1/2027	64971M4Q2	\$ 400,000.00
<b>TOTAL</b>			<b>\$ 400,000.00</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 March 31, 2019**

The Treasurer of the Board confirms for the month ending March 31, 2019 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 FY19 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 March 1, 2019 through March 31, 2019, is reported at \$779,773.47.

**EAST CENTRAL COLLEGE  
BOARD OF TRUSTEES MEETING  
May 6, 2019**

**AGENDA ITEM 7: PROPOSED NEW POLICY: BPP3.31 ADMISSION OF STUDENTS  
WITH PAST FELONY CONVICTIONS**

**Recommendation:** To **approve** Board Policy & Procedures 3.31 Admission of Students with Past Felony Convictions as attached.

Attachment

5/6/2019

Section 7, Page 1

**East Central College**

1964 Prairie Dell Road, Union, Missouri 63084

(636) 584-6501

FAX (636) 583-6602

### **3.31 Admission of Students with Past Felony Convictions**

To enhance student success and the safety of the East Central College community, all applicants are responsible for informing the College on the application for admission if they have pled guilty to or been convicted of a felony. The College may admit, admit with restrictions, defer, or deny admission based on the nature and circumstance of the crime(s). Admission to the College does not guarantee admission to selective admission programs.

Upon pleading guilty to or being convicted of a felony, admitted students are required to self-report in writing to the Vice President of Student Development. The College may deny continued enrollment based upon the nature and circumstances of the allegation or conviction.

#### **Procedures:**

##### **3.31.1 Application Review Process**

- A. If an applicant responds “yes” to either of the criminal background questions on the application for admission, his/her application will be placed in pending status, which prohibits applicants from enrolling in or accessing other College services.
- B. The applicant will be required to submit a personal statement form. The form requires students to list all prior felony convictions, provide a statement regarding the positive changes made since conviction, and provide a declaration of academic and career goals. Additionally, if a student is currently on probation and/or parole, he/she is required to list his/her probation and/or parole officer.
- C. The applicant will be required to submit a certified criminal background check. If the applicant’s criminal record extends beyond the state of Missouri, it will be the responsibility of the applicant to obtain a certified background check for each state, as appropriate. The applicant is responsible for payment of all costs associated with the background check.
- D. After the supplemental application and the background check are submitted, the documents will be reviewed by members of the Behavioral Intervention Team (BIT). The BIT will determine if the applicant should be admitted or be required to interview with the members of the BIT.
- E. If an applicant is required to participate in an interview, the applicant will receive notification from the College of the time, date, and location for the interview. If the applicant cannot attend the scheduled interview, he/she must notify the office of the Vice President of Student Development and request to reschedule the interview. Failure to reschedule or attend the interview will result in the application remaining in pending status until such a time the interview can take place. Admission will not be approved for any applicant whose status is pending.

- F. For each file review and/or interview, three members of the BIT will participate. Each member will have one vote. A simple majority vote is necessary to make any decision or recommendation.
- G. A simple majority vote is sufficient for the BIT panel to require a psychological assessment of an applicant as a condition of admission. The applicant will pay all costs related to such assessment. The panel will specify a timeline for assessment and provisions for communicating the assessment outcome to the BIT panel.
- H. Based on a majority vote, the BIT panel will issue a short rationale of its recommendation, which shall be shown to the applicant upon request. The BIT panel may recommend to:
- (1) Admit the applicant;
  - (2) Admit the applicant with restrictions or conditions;
  - (3) Continue the applicant's status as pending, awaiting the outcome of a psychological assessment or other required information;
  - (4) Continue the applicant's status as pending, deferring admission for a specified period of time;
  - (5) Deny admission;
  - (6) Void an admission that was obtained inappropriately.
- I. The BIT panel will make recommendations to the Vice President of Student Development on admission to the College and conditions of enrollment if applicable. Final determinations regarding enrollment of students with past criminal activity rests with the Vice President of Student Development. The Vice President may require the student to meet with them and other designees prior to an admission decision. If the Vice President of Student Development does not concur with the recommendation of the BIT panel, a short rationale regarding the decision will be issued, which shall be shown to the applicant upon request.
- J. Upon pleading guilty to or being convicted of a felony, an admitted student is required to notify the Vice President of Student Development in writing. The student will then be required to meet with a BIT panel. The panel will make a recommendation to the Vice President of Student Development on whether enrollment should continue.
- K. If a student incorrectly indicates on his/her application that he/she has a felony conviction(s), he/she may sign a statement indicating an error was made. A signed statement will allow the student to continue the admission process without participating in the review process.



**EAST CENTRAL COLLEGE  
BOARD OF TRUSTEES MEETING  
May 6, 2019**

**AGENDA ITEM 8: FACULTY PROMOTION IN RANK**

**Recommendation:** To **approve** the promotion of Aaron Bounds, Coreen Derifield, Shane Haynes, Jennifer Higerd and Tracy Mowery to Assistant Professor; and the promotion of Nanette Sayles to Professor effective for the 2019-2020 academic year.

Attachment

5/6/2019

Section 8, Page 1

**East Central College**

1964 Prairie Dell Road, Union, Missouri 63084

(636) 584-6501

FAX (636) 583-6602



# EAST CENTRAL COLLEGE

## OFFICE OF THE VICE PRESIDENT OF ACADEMIC AFFAIRS

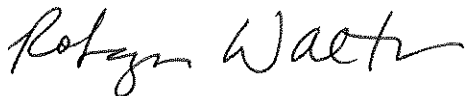
April 29, 2019

Dr. Bauer,

On behalf of the Rank and Promotion Committee, I would like to recommend for your consideration the following faculty members for Rank and Promotion effective 2019-2020 academic year:

<b>Faculty</b>	<b>Current Rank</b>	<b>New Rank</b>
Aaron Bounds	Instructor	Assistant Professor
Coreen Derifield	Instructor	Assistant Professor
Shanee Haynes	Instructor	Assistant Professor
Jennifer Higerd	Instructor	Assistant Professor
Tracy Mowery	Instructor	Assistant Professor
Nanette Sayles	Associate Professor	Professor

Thank you for the consideration.



Robyn Walter  
Vice President of Academic Affairs

**EAST CENTRAL COLLEGE  
BOARD OF TRUSTEES MEETING  
May 6, 2019**

**AGENDA ITEM 9: EXTENSION OF MEMORANDUM OF UNDERSTANDING –  
CENTRAL METHODIST UNIVERSITY**

**Recommendation:** To **approve** a revised Memorandum of Understanding for Continuing Facilities Usage with Central Methodist University for FY2020 at a flat rental fee of \$25,800.

Attachment

5/6/2019

Section 9, Page 1

**East Central College**

1964 Prairie Dell Road, Union, Missouri 63084

(636) 584-6501

FAX (636) 583-6602

**Memorandum of Understanding  
East Central College and Central Methodist University  
For  
Continuing Facilities Usage**

For the fiscal year of 2020 (July 1, 2019 to June 30, 2020), a flat rental fee of \$25,800 for facilities usage at East Central College by Central Methodist University will be imposed. This fee includes an assessment of \$4,000 for security services.

The annual fee will include room usages of up to an average of 45 credit hours per CMU eight-week session for general classroom usage including fall, spring, and summer; office space for CMU staff; and the use of the theatre for commencement.

The ITV room will not be included in the total credit hours, per the *interconnection Agreement Document* dated May 11, 2001.

If the total room usage exceeds 45 credit hours in a CMU eight-week session, then an additional \$350 usage charge per additional credit hour beyond 45 hours will be assessed.

ECC will bill CMU the flat fee of \$25,800 in December of the fiscal year. Actual room usage will be assessed at the end of the spring term, and any additional charges for room usage will be billed after the final session in May of the fiscal year.

CMU will be responsible for phone, printing, and postage expenses.

This Memorandum of Understanding will be in effect for fiscal year 2020 with an annual renewal. If any annual increases from this established fee schedule are necessary for renewal of this MOU, the increases shall not exceed the CPI-U, January to January, of the previous year and will be capped at 5% unless otherwise agreed to by both parties. It is agreed by both parties that at the end of this time period the Memorandum of Understanding will be fully reviewed by both parties. This Memorandum of Understanding may be cancelled by either party on eight weeks' notice.

This agreement is effective July 1, 2019.

**East Central College**

**Central Methodist University**

**Signed:**

**Signed:**

**Title:**

**Title:**

**Date:**

**Date:**

**EAST CENTRAL COLLEGE  
BOARD OF TRUSTEES MEETING  
May 6, 2019**

**AGENDA ITEM 10: INTERIM STRATEGIC PLAN UPDATE**

Dr. Michelle Smith, Executive Director of Institutional Effectiveness, will provide an update on progress toward the goals outlined in the Interim Strategic Plan.

Attachment

5/6/2019

Section 10, Page 1

**East Central College**

1964 Prairie Dell Road, Union, Missouri 63084  
(636) 583-5195, Ext. 2201  
FAX (636) 583-6602



# 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

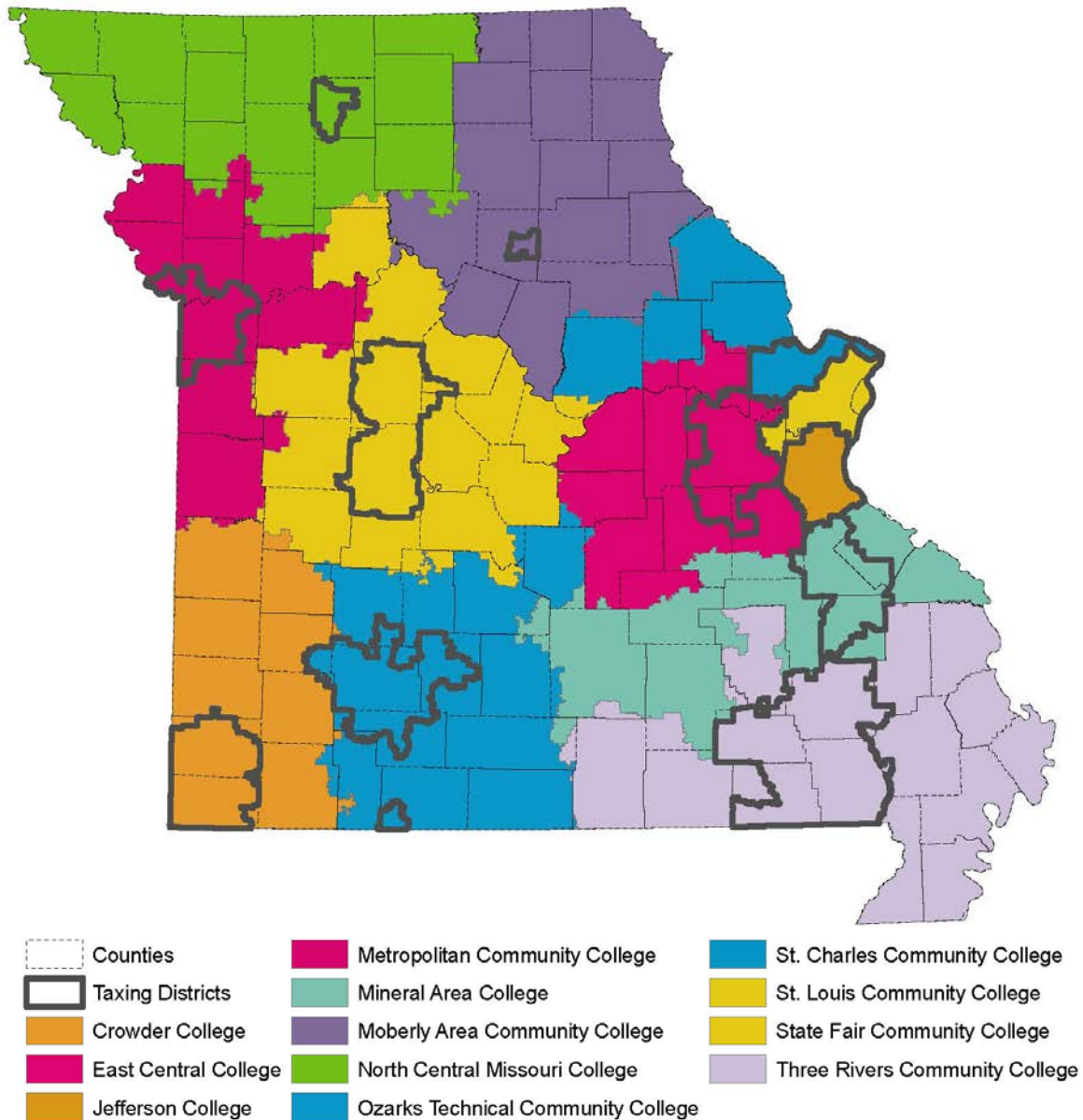
The college is specifically charged with serving stakeholders in the college district and service region.

**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:



### 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 1 Update:** In October, 2019, Chad Baldwin was named Director of Online Education. Chad was previously the Manager of Instructional Design/Moodle. In addition, an Online Education Advisory board, which includes faculty and staff, was reactivated and has been meeting regularly. This group is in the process of revising ECC's guidance for online instruction and has engaged online faculty in a training module for teaching online courses here at ECC. This committee has also examined course success rates comparing online and on-ground courses, and professional development has been focused on student engagement.

	2016-17	2017-18	2018-19 (preliminary)
Online Students	1,490	1,678	1,758 (+4.7%)
Online Credit Hours	9,416	11,628	13,205 (+11.9%)

#### ***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

**Objective 2 Update:** During the fall 2018 semester, outreach to all high schools within the taxing and service region was maintained through dual enrollment offerings (online) at each of these 20 schools. Dual credit students are enrolled at 13 area schools. At the conclusion of the fall 2018 semester, the Dual Credit Director elected to return to his faculty position. Area high schools are currently served by designated staff from the Union and Rolla campuses. The college took this opportunity to assess the needs of this position, and created the position of Director of Early College Programs, in order to provide a more comprehensive approach to serving young adults. An additional strategy, **Three for**

**Free**, provides current high school students the opportunity to take three credits from ECC this summer at no cost, with the intention of providing successful early college experience, motivating students to continue taking dual credit classes during the school year.

	Fall 2016	Fall 2017	Fall 2018
Total Headcount	425	580	485
Total Cr. Hours	1,793	2,503	2,486

**GOAL TWO**

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

**Objective 1: Improve student retention rates.**

Strategies

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

	Fall 2016	Fall 2017	Fall 2018
<b>Overall</b>	57.9%	60.5%	58.0%
<b>First Time, Full Time</b>	60.9%	64.2%	62.1%

**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

	Spring 2017	Spring 2018	Spring 2019
<b>ECC Completion/Transfer Rate</b>	34.94%	39.62%	44.55%

**Objective 1 & 2 Update:** The recommendations of the 2017-18 Retention Committee have been implemented, and these stated goals have been met. The Retention and Completion Committee, a group of both faculty and staff, has been working continuously this year to implement an early warning system which is designed to support students who are in danger of falling behind in class. Early in the semester, generally at the fifth week, faculty refer students who are not attending class, missing assignments, or who are otherwise not succeeding. These referrals are then sent to the student, the learning center, counseling, advising, etc. The group has met for a final time this semester to review processes and procedures, in order to continuously improve the services provided.

**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

Enrollment by Credit Hour	2017	2018	2019
Fall	27,807	26,068	
Spring	25,172	22,368	23,616 (+5.6%)

**Objective 1 Update:** Beginning Fall, 2018, weekly enrollment goals have been established for the Student Development division. These goals have been grounded in continual review of daily enrollment data, with attention to subgroups of students, such as continuing student enrollment, new student enrollment, and full/part time enrollment. These weekly goals have largely been met. This attention to data has resulted in enrollment projections and established goals for the coming summer and fall semesters which are more realistic, enabling more solid budget projections, as well as data-based decision making regarding tuition and fees rates for 2019-2020. From an internal perspective, the Student Development Department is tracking individual course planning information created by students in order to better plan course offerings.

**GOAL TWO**

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

**Objective 2: 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

**Objective 2 Update:** The Center for Workforce Development has met/exceeded this goal.

	MO Development Fund Participants	Apprenticeship Enrollment	CWD Training Enrollment	Businesses and Industries Served
2017-18	1846	31	728	28
2018-19 (to date)	3003	44	840	41

CWD Trainings conducted by ECC staff or associates include Community Education, Certified Nurse Assistant and Business Development courses. Examples include but are not limited to: Intro to MIG Welding, Basic Life Support, Leadership Fundamentals, Customer Service, Safety, Project Management, Maintenance Welding, HR Fundamentals, Microsoft Product training, and Business Math.

The Missouri Job Development Fund is a grant administered by the CWD involving training provided by outside providers. Examples include leadership training by Quality Coach at the organization’s plant or facility, training provided by vendors on products such as packing machines and training conducted by in house instructors such as lean manufacturing processes.

## 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 1 Update:** In the spring of 2018, ECC administered the Great Colleges to Work For survey, which had previously been administered at least every other year since 2010. With this administration, the college invested in additional support from the survey administrator, including disaggregate reporting, an onsite visit to kick off the survey administration, and a return visit to share the data with the entire campus in August, 2019. At this August, 2019 briefing, five areas of opportunity were identified. During the year, results were discussed by Shared Governance, along with action steps which were designed to improve those areas. These action steps include a greater focus on communication and collaboration, which are discussed further in Category Four as well as more widespread use of shared governance (Shared Governance Committee, Strategic Planning Committee, Budget Committee). This information was shared with the entire campus via email shortly before the survey window opened in March. The survey has been completed by 145 employees, and the results are due back in late May.

***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 2 Update:** The market compensation study was delayed during the course of this year, and has only recently been received. The results are in the process of being utilized.

***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.

**Objective 3 Update:** The strategies outlined in order to meet the personal and professional needs of employees have been implemented to a limited degree. Professional development related to assessment has been offered to all employees in January and March, and has focused on the assessment of student learning at the institutional level. Opportunities offered to all staff related to institutional data took place in October, February, and April, and have been designed to increase the understanding of everyone at the college about standard measures of success, such as enrollment, retention, persistence, and completion. Faculty have been provided more targeted professional development designed to improve student retention and success.

Opportunities to build relationships have taken multiple forms this year. As part of the strategic planning process, employees have been engaged in workshops in August, January, and February, where the student experience, future of the college, and values of the college have been areas of focus. Common to each of these professional development opportunities have been opportunities to dialogue with a cross section of campus employees, resulting in a greater sense of cohesiveness and appreciation for the contributions of others.

**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 1 Update:** Stakeholder communication has been improved in multiple ways. Regular, often weekly, updates are sent from Leadership including the President’s Office, Academic Affairs, Student Development, and Finance and Administration to the entire campus community.

SharePoint has been used as the platform to communicate and archive the work of committees/groups across campus. Since each person on campus has access to SharePoint, this is an improvement from the previous practice of committees working in Moodle, the learning management system for classes.

SharePoint Unique Users	Month/Year
74	08/18
94	09/18
75	10/18
58	11/18
58	12/18
57	01/19
104	02/19
67	03/19

Currently, SharePoint houses the work of 28 different committees/work groups, as well as archive folders for campus communications, program accreditation, and institutional data.

Communication to external stakeholders continues to expand, via growing use of multiple social media platforms. Facebook has been a particularly effective platform, increasing year over year reach by 30%. In addition to general outreach, specific outreach to area high schools now includes letters to area superintendents, principals, and counselors regarding the academic success of their graduates. Detailed communication is also provided to area legislators regarding constituents served by ECC.



***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 2 Update:** The Board of Trustees have designated liaisons serving on Budget, Strategic Planning, Shared Governance, and the HLC Action Committees. As part of the strategic planning process, three specialized training sessions have been held for the board, and board members participated in the community wide Future Summit. The majority of the board participated in the annual Missouri Community College Association conference, as well as that organization's spring Leadership Conference.

***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

**Objective 3 Update:** In July of 2018, the college secured the services of Campus Works to facilitate the development of a comprehensive strategic plan. As part of their process, a campus wide committee of roughly forty people has met monthly to develop this plan. Just as this committee represents all employee groups of the college, as well as the board of trustees, the process has been led by a team of three people, representing faculty, professional staff, and classified staff. Included in this process, has been community involvement via a Future Summit in January. The mission, vision, values, and five overarching goals, are due to be finalized in May, 2019, and the metrics and action steps for those goals will be developed this summer, with final board approval in August, 2019.

## 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 2019
  - Target: Institutional Effectiveness Plan developed in 2018-19

**Objective 1 Update:** The Office of Institutional Effectiveness was established with board approval according to the timeline above. The IE Director has co-led the strategic planning process, supports departmental assessment(non-academic) which is in progress, co-leads the HLC Assessment Academy Project, co-leads the HLC Action Team which is charged with preparing for the HLC focused review in November, 2019, along with supporting institutional efforts to improve communication and effectiveness. Processes for sharing institution wide data, either via the website or SharePoint, are under review and will be formalized during Summer, 2019.

In order to improve institutional effectiveness, selected non-academic units are engaging in self-reviews. During this year, Workforce Development, Safety, Institutional Research, and other departments are participating. In June, the college leadership team will meet to review all information, make suggestions for the process, and develop a timeline for when units will be reviewed, according to a multi-year cycle. In the future, effectiveness will also be linked to monitoring of the strategic planning goals.

## 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 1 Update:** This objective and related strategies will be addressed next year, following the final approval 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.

**Objective 2 Update:** During summer, 2019, specific actions and metrics will be established in order to achieve the goals of the strategic plan. At this time, consideration will be given to whether or not additional technology would be helpful for the monitoring of the strategic plan.

**EAST CENTRAL COLLEGE  
BOARD OF TRUSTEES MEETING  
May 6, 2019**

**AGENDA ITEM 11: \*PERSONNEL**

**A. INTENTION TO RE-EMPLOY PROFESSIONAL STAFF**

**Recommendation:** To **approve** the reappointment of full-time professional staff for the 2019-2020 fiscal year as listed on the attached memorandum.

**B. INTENTION TO RE-EMPLOY FULL-TIME FACULTY**

**Recommendation:** To **approve** the reappointment of full-time faculty for the 2019-2020 academic year as listed on the attached memorandum.

**C. ADJUNCT FACULTY – SUMMER 2019**

**Recommendation:** To **approve** the appointment of adjunct faculty for the Summer 2019 semester as listed in the attached memorandum.



## President's Office Interoffice Memo

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**TO:** Board of Trustees  
**FROM:** Dr. Jon Bauer, College President  
**DATE:** April 26, 2019  
**RE:** Reappointment of Professional Staff FY20

The following Professional Staff employees are being recommended to the Board of Trustees for reappointment for fiscal year 2020:

### **President's Office**

Christina Ayres, Director, ECC-Rolla  
Jennifer Crosby, Assistant Director, ECC-Rolla  
Bonnie Gardner, Executive Assistant to the President  
Wendy Hartmann, Director, Human Resources  
Rachael Karr, Coordinator, Enrollment Services ECC-Rolla  
Bethany Lohden, Director, Institutional Research  
Dana Riegel, Research Analyst  
Jessica Robart, Coordinator, Learning Support ECC-Rolla  
Michelle Smith, Executive Director, Institutional Effectiveness

### **Vice President of External Relations**

Mary Eagan, Instruction Coordinator-AEL (Grant Funded)  
Yohanes Kurniawan, Computer Programmer/Content Specialist  
Melissa Richards, Business Development and Training Coordinator - CWD  
Pamela Ruwe-Kaiser, AEL Volunteer Coordinator (Grant Funded)  
Jay Scherder, Director, Public Relations  
Melissa Schwall-Willmore, Program Coordinator, SkillUP (Grant Funded) through 9/30/19  
Edward Shelton, Center for Workforce Development, Executive Director  
Terri Warmack, Coordinator, Health Careers Workforce  
Alice Whalen, Director, Adult Education and Literacy Programs (Grant Funded)

### **Vice President of Finance and Administration**

Doug Agee, Manager, Bookstore/Mail & Imaging Services  
Ehren Curnutte, Network and Systems Manager  
Miguel deAguero, Coordinator, Technical Support  
Lark Hoffman, Associate Director, Financial Services  
Doug Houston, Director, Information Technology  
Anne Lause, Enterprise System Administrator  
Annette Moore, Director, Financial Services/Comptroller  
Melissa Popp, Purchasing Manager  
Tot Pratt, Director, Facilities and Grounds  
Thomas Schickler, Custodial Supervisor  
Debra Simily, Manager, Food Services

**Vice President of Student Development**

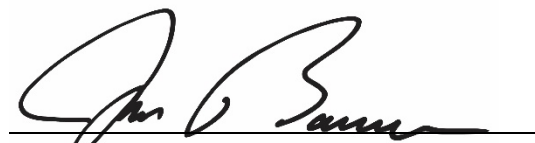
Lorrie Baird, Financial Aid Advisor  
Eric Clapper, Academic Advisor  
J.C. Crane, Director, Admissions  
Laura Deason, Academic Advisor  
Melanie Dixon, Associate Registrar  
Karen Griffin, Director, Financial Aid (July 1 – September 30, 2019)  
Stephanie Hebert, Business Analyst, Enrollment Management  
Sarah Johnson, Associate Director, Financial Aid  
Heather Kleekamp, Financial Aid Advisor  
Jennifer Kuchem, Counselor  
Paul Lampe, Director, Advising and Counseling  
Sara Marler, Admissions Representative  
Steffani McCrary, Academic Advisor, Career Services  
Jay Mehrhoff, Athletic Director  
Lesley Peters, Academic Advisor  
Sarah Scroggins, Registrar

**Vice President of Academic Affairs**

Erin Anglin, Director, Learning Center  
Linda Arrington, Academic Advisor - Instructional  
Chad Baldwin, Manager, Instructional Technology & Distance Education Director  
Ann Boehmer, Dean of Instruction  
Michelle Branton, Director, Development Education  
Lisa Farrell, Director, Library Services  
Richard Hudanick, Dean of Career and Technical Education  
Oliver Kassenbrock, Performing Arts Center Manager  
Karen Klos, Instructional Design Specialist  
Kristin Milligan, Associate Director, Learning Center  
Nancy Mitchell, Dean of Health Sciences/Director of Nursing (Interim)  
Windy Souders, Testing Services Coordinator  
Tracie Welsh, Coordinator, Academic Services

*All grant funded positions are contingent upon continued funding and may be restructured or terminated if funding is not received.*

**Approval Signature:**



Dr. Jon Bauer, College President



# EAST CENTRAL COLLEGE

## OFFICE OF THE VICE-PRESIDENT OF ACADEMIC AFFAIRS

TO: Dr. Jon Bauer  
DATE: April 29, 2019  
FROM: Robyn Walter, Vice President of Academic Affairs  
RE: Reappointment of Full-time Faculty

Recommendations by the Vice President of Academic Affairs for reappointment/non-reappointment for FY2020:

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### Reappointment - Annual Contract

Bonine, Mary	Flotte, Elizabeth	McDonald, Laura	Van Leer, Jessica
Brandt, Courtney	Goodson, Jennifer	Pulles, Keith	Velic, Adisa
Chirban, Julie	Hanneken, Lisa	Schwein, Anna	Wissbaum, Connie
Clonts, Duane	Hovland, Joseph	Sexton, Sarah	
DeArmond, David	Howard, Rachel	Straatmann, Ashley	

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### Reappointment from Annual Contract to Continuous Contract

Aramburu, Ellen	Gifford, Matthew	Stotler, Gregory
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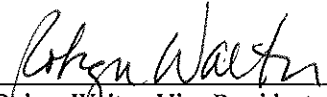
According to board policy, a faculty member is eligible for continuous contract in August 2019 based on hire date.

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### Reappointment - Continuous Contract

Amoloza, Jerry T.	Durbin, Jason	Judd, Jennifer	Pohlman, Dennis
Austin, Grace	Elliott, Curtis	Kellogg, Isaiah	Roberson, Shaun
Barro, Linda	Esbeck, Nathan	Kolb, Leigh	Roselli Insall, Laura
Barton, Sean	Fitts, Thomas	Mahon, Robert	Sayles, Nanette
Bieker, Judy	Govindaswamy,	Mehrhoff, Jay	Sexton, Timothy
Bounds, Aaron	Parvadhya	Mentz, Anne	Stroup, Joshua
Brigham, Reginald	Hardecke, John	Mitchell, Nancy	Swanson, Chris
Buchholz, Stephanie	Haynes, Shane	Monzyk, Matthew	Watkins, Adam
Cunningham, William	Henderson, Susan	Mowery, Tracy	Watts, Patsy
Derifield, Coreen	Henderson, Russ	Palazzola, Michael	Winters-Rozema,
Dixon, Kevin	Higerd, Jennifer	Pecka, Wendy	Elizabeth

Approval:

  
Robyn Walter, Vice President of Academic Affairs      4/29/19  
Date

# EAST CENTRAL COLLEGE

## Interoffice Memo

TO: Dr. Jon Bauer  
DATE: April 29, 2019  
FROM: Office of Academic Affairs  
RE: Adjuncts for Summer Semester 2019

Please approve the following adjuncts for the 2019 Summer semester.

### **Nursing and Allied Health**

Rechell Alcorn, EMT  
Courtney Baxter, MDA  
Theresa Briggs, EMT  
Lucy Crain, Health Science

Tom Fitts, EMT  
Jenifer Goodson, EMT  
Lisa Koran, EMT  
Adisa Velic, MDA

### **Career and Technical Education**

Jason Durbin, CIS  
Curtis Elliott, Precision Machining  
Lisa Hanneken, Business

Mike Palazzola, Culinary  
Alison Plaster, Business

### **Math/Engineering/Science**

Tiffany Atherton, Biology  
Reginald Brigham, Math  
Lucy Crain, Biology  
Kevin Dixon, Biology  
Ann Estes, Mathematics  
Elizabeth Flotte, Biology  
Parvadh Govindaswamy, Biology

Isaiah Kellogg, Physics  
Tracy Mowery, Biology  
Keith Pulles, Biology  
Shaun Roberson, Mathematics  
Laura Roselli Insall, Mathematics  
Sarah Sexton, Mathematics  
Elizabeth Winters-Rozema, Biology

### **Humanities and Fine Arts**

Aaron Bounds, Music  
Shana Collier, Communications  
Emily Durham, English  
Madison Emerick, English  
Patience Fler, Music  
Shanee Haynes, Communications  
Sue Henderson, English  
Raphael Maurice, English

Susan LaFayette, English  
Gary Powers, Art  
Tim Sexton, Music  
Windy Souders, English  
Josh Stroup, English  
Chris Swanson, Communications  
Patsy Watts, English

### **Social Sciences**

Kristen Adams, Psychology  
Tim Derifield, Sociology  
Susan Giesing, Education  
Matthew Gifford, Philosophy  
Rachel Howard, Psych/Soc  
Rachel Johnson, History  
Mary Beth Huxel, Education

Jenny Kuchem, Sociology  
Jay Mehrhoff, Physical Science  
Wendy Pecka, Psychology  
Dennis Pohlman, History  
Jessica Robart, Sociology  
Gregory Stotler, Education

Approval:

  
Vice President, Academic Affairs Date

  
Director, Human Resources Date

May 6, 2019

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**EAST CENTRAL COLLEGE  
BOARD OF TRUSTEES MEETING  
May 6, 2019**

**AGENDA ITEM 12: BOARD PRESIDENT'S REPORT**

Board President Ann Hartley will share information with the Board.

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**East Central College**

1964 Prairie Dell Road, Union, Missouri 63084  
(636) 583-5195, Ext. 2201  
FAX (636) 583-6602

**EAST CENTRAL COLLEGE  
BOARD OF TRUSTEES MEETING  
May 6, 2019**

**AGENDA ITEM 13: REPORTS**

Reports may be presented by:

- A. Faculty Association President, Jenifer Goodson
- B. ECC-NEA President, Tom Fitts
- C. Professional Staff President, Jenny Kuchem
- D. Classified Staff Association President, Stacy Bellville
- E. Student Government Association President, Gwen Minks

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**East Central College**

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**EAST CENTRAL COLLEGE  
BOARD OF TRUSTEES MEETING  
May 6, 2019**

**AGENDA ITEM 14: PRESIDENT’S REPORT**

Projected meeting dates for 2019 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.

**2019 Projected Meeting Dates**

June 10  
July 18 (*Thursday noon business meeting*)  
August 26  
No September meeting  
October 7  
November 4  
December 2

**Alternate Meeting Dates**

June 17  
  
October 14  
November 11  
December 9

**EAST CENTRAL COLLEGE  
BOARD OF TRUSTEES MEETING  
May 6, 2019**

**AGENDA ITEM 15: ADJOURNMENT**

**Recommendation:** To **adjourn** the May 6, 2019 meeting of the Board of Trustees.

5/6/2019

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**East Central College**

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