

**EAST CENTRAL COLLEGE**  
**AD VALOREM HEARING AND**  
**BOARD OF TRUSTEES MEETING**  
**Monday, August 26, 2019**

The public hearing for the Ad Valorem tax rate per Statute 67.110 of the Revised Statutes of the State of Missouri was opened and called to order at 5:30 p.m. by the President of the Board of Trustees, 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 Student Development Heath Martin; Other Staff – Executive Director of Institutional Effectiveness, Michelle Smith, Director of Public Relations Jay Scherder, Director of Facilities and Grounds Tot Pratt, Director of Admissions JC Crane, Human Resources Director Wendy Hartmann, Coordinator of Student Life Emily Durham, Campus Police Officer Todd Schlitt, NEA President Tom Fitts, Faculty Association President Jenifer Goodson, Professional Staff President Jenny Kuchem, Classified Staff President Stacy Bellville, Student Government President Juanita Ziegler, and Executive Assistant to the President Bonnie Gardner. Amada Postma from the *Missourian* was also present.

**PUBLIC NOTICE:** In accordance with Missouri Law 67.110, notice is hereby given to the residents of the Junior College District of East Central Missouri that a public hearing on the 2019 ad valorem tax rates will be held at 5:30 p.m. on Monday, August 26, 2019, in Buescher Hall, Room 238 on the campus of East Central College, 1964 Prairie Dell Road, Union, Missouri, at which citizens may be heard on the property tax rates proposed to be set by East Central College.

The tax rate is set to produce revenues of at least \$6,700,000 which the operating budget for the fiscal year beginning July 1, 2019 shows to be required from the property tax. The debt service levy is set to produce revenues of at least \$1,541,150 which is required to meet the debt service of East Central College for the calendar year beginning January 1, 2020. The valuation of the taxable property within said District for the current and prior tax years are as follows:

	<u><b>Current Tax Year</b></u>	<u><b>Prior Tax Year</b></u>
Real Estate	\$1,478,979,138	\$1,382,773,356
Personal Property	<u>\$377,543,931</u>	<u>\$381,619,802</u>
<b>Totals</b>	<u>\$1,856,523,069</u>	<u>\$1,764,393,158</u>

The proposed operating tax levy for 2019 shall be .3637 per one hundred dollars assessed valuation on the above current valuation.

The proposed debt service levy for 2019 shall be .0841 per one hundred dollars assessed valuation on the above current valuation.

The tax rates are subject to change based upon actions by county boards of equalization, the State Tax Commission, subsequent information, applicable law, and certification by the State Auditor.

**PUBLIC COMMENTS:** Board President Hartley asked for comments or questions from the audience. There were no comments from the public.

**AD VALOREM TAX RATE:** Dr. Bauer noted that assessed valuation is up about 5.2% overall due to new construction and reassessment. The ceiling for the operating tax levy rate is 37 cents per \$100 of assessed valuation. However since assessed valuation is up, the rate is being rolled back slightly in accordance with the requirements of the Hancock amendment.

**Motion:** To **approve** a resolution to set the 2019-2020 Junior College District of East Central Missouri Property Tax Rate for Operating Tax Levy at \$0.3637 per \$100 of assessed valuation subject to certification by the state auditor.

*Motion by Joseph Stroetker; Seconded by Audrey Freitag; Carried Unanimously*

Dr. Bauer then explained that the recommended debt service levy is the same as was set in 2006 when the bond issue was passed. The ceiling for this levy is 14.35 cents and the college is permitted to generate funds for an additional year if necessary. The proposed levy is 8.41 cents. The debt service payment schedule assumes a rate of growth within the district; therefore, it escalates each year rather than declines. This levy will generate about three months of additional revenue.

**Motion:** To **approve** a resolution to set the 2019-2020 Junior College District of East Central Missouri Property Tax Rate for Debt Service Levy at \$0.0841 per \$100 of assessed valuation subject to certification by the state auditor.

*Motion by Eric Park; Seconded by Audrey Freitag; Carried Unanimously*

**ADJOURNMENT:** A motion was made to adjourn the hearing.

**Motion:** To **adjourn** the August 26, 2019, Ad Valorem Tax Hearing at 5:40 p.m.

*Motion by Cookie Hays; Seconded by Eric Park; 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, August 26, 2019**

**CALL TO ORDER:** The regular meeting of the Board of Trustees was called to order at 5:40 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 Student Development Heath Martin; Other Staff – Executive Director of Institutional Effectiveness Michelle Smith, Director of Public Relations Jay Scherder, Director of Facilities and Grounds Tot Pratt, Director of Admissions JC Crane, Human Resources Director Wendy Hartmann, Coordinator of Student Life Emily Durham, Campus Police Officer Todd Schlitt, NEA President Tom Fitts, Faculty Association President Jenifer Goodson, Professional Staff President Jenny Kuchem, Classified Staff President Stacy Bellville, Student Government 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 August 26, 2019 meeting of the Board of Trustees.

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

**\*APPROVAL OF MINUTES:** The Board approved the minutes of the July 18, 2019 regular meeting of the Board of Trustees.

**TREASURER’S REPORT AND FINANCIAL REPORT:** Dr. Bauer presented preliminary end of fiscal year (June 30, 2019) numbers and noted the numbers will be finalized after the auditors’ visit at the end of September.

**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:** Dr. Bauer noted that the use of early alert software systems is a best practice in higher education. This analytical software is used to identify students in danger of dropping out so interventions can occur at the earliest possible time. The software will support ECC’s goal of improving retention and completion rates. Vice President Heath Martin noted that the software will be one tool utilized to identify at-risk students and will provide an integrated system to help identify reasons why a student may not be successful and is in need of intervention. The software will allow for case management and provide alerts to advisors if the student is off their academic plan or has attendance issues. The system will facilitate intrusive advising and allow services to be engaged

earlier when a student has issues. The effectiveness of the system will be assessed annually. Dr. Park asked to be provided with current baseline data for retention.

Dr. Bauer noted that the software will systemize what is already being done and enable students to more fully utilize resources available to them. It will also provide unlimited licenses for a texting platform with will allow the current texting program to be dropped. The system will allow staff to interact with students in a timely manner to address their issues and help them complete the semester successfully. It will provide more consistent, comprehensive, timely practices and track the effectiveness of intervention.

Faculty, staff and students in attendance spoke in favor of adopting the software. Their comments included the following: This past year over 100 students “fell through the cracks” due to not closing the communication loop. This system will close the loop – the faculty member will be informed when help is provided. Faculty often do not know when a student is having trouble in multiple classes and the advisor does not know assistance is needed unless they are notified. This program will help recognize if there is a general overall problem or a specific issue with a certain discipline. Time is of the essence when helping a struggling student. Students often don’t know where to go for help and many nontraditional students are nervous about asking for help; sometimes just knowing someone cares makes a difference.

Board members expressed concern that students be allowed to “opt in” to the system. It was noted that this system will be available to all students just like other campus resources; the students can choose to accept or reject the assistance when it is offered to them.

**Motion:** To **approve** the purchase of early alert with predictive analytics software from Aviso Retention at an initial cost of \$59,380 with annual costs in subsequent years as follows: Year 2 - \$30,796.50; Year 3 - \$32,336.33 and Year 4 - \$33,963.17. Costs will be funded through the Technology Fee.

*Motion by Cookie Hays; Seconded by Joseph Stroetker; Carried 5 – 1 with Ms. Johnson voting no*

**CONFLICT OF INTEREST & PERSONAL FINANCIAL DISCLOSURE STATEMENTS POLICIES:** Dr. Bauer indicated the Board is required by state law to reaffirm the conflict of interest policy every two years; no changes have been made to the policies presented.

**Motion:** To **reaffirm** the Conflict of Interest policy (BP1.29) and the Personal Financial Disclosure Statements Policy (BP1.30) as attached to fulfill the requirements of the Missouri Ethics Commission

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

**PROPOSED NEW BOARD POLICY - MOBILE FOOD OPERATIONS:** The proposed mobile food operations policy was developed by the Shared Governance Council and recommended to the Board. Currently there is no formal policy governing food vendors being on campus for special events. This policy provides a formal process and codifies current practice. The policy will be brought back to the next meeting for action.

**STRATEGIC PLAN UPDATE:** Dr. Bauer noted that nearly 50 people were involved on the Strategic Planning Committee to develop the plan and that the Board was highly involved, most notably developing the mission and vision statements. The plan reflects the work of the college and is not separate from the college. Additionally, it is not a blank check for the next five years; the Board will be engaged and informed as the plan is implemented. The plan communicates a sense of priorities and will be continually assessed with adjustments made annually as needed. It represents hundreds of hours of work and will serve the college well going forward.

Dr. Michelle Smith reviewed the values as well as the student experience statement. She then discussed each of the five strategies. 1) Pathways – The development of clear pathways will ensure students have a good understanding of how to reach their goal. Credit and noncredit programs will be examined closely. Progress will be measured by annual credit hour production, with the goal to move from 52,000 currently to 60,000. An additional goal is to award 720 degrees and certificates annually, up from the current 522. To reach these goals, there needs to be a focus on assessment at all levels. 2) Partnerships – This strategy will focus on partnering with high schools, four-year schools, business and industry, and students prior to age 18. Early college enrollment will be a measure. 3) Employees – The focus here will be strengthening the employee base to ensure ECC continues and improves its culture of collaboration and learning. Metrics include professional development opportunities, competitive compensation and use of the annual *Chronicle* employee satisfaction survey. 4) Rolla – A comprehensive plan for Rolla that is meaningful and useful will be developed by assessing the community needs and ECC’s ability to meet those needs. One measure will be to raise credit hour production at Rolla to 9,000. 5) Financial Strength – The budgeting process will be linked more closely with college priorities and auxiliary departments will become financially self-sustaining. Alternative revenue sources will be fully explored and the Composite Financial Index will be improved.

Dr. Bauer expressed appreciation to all those involved in developing the plan and noted that the real work begins with implementation. The overall plan has been shared with all employees and was also shared with community members at an open house. The planning committee tri-chairs - Michelle Smith, Wendy Pecka and Megan Elbert - were recognized. The Board’s response to the plan was very positive.

**Motion:** To **approve** the 2019-2024 Strategic Plan as attached.

*Motion by Prudence Johnson, seconded by Cookie Hays, approved unanimously*

**HIGHER LEARNING COMMISSION (HLC) ACCREDITATION UPDATE:** Vice President Robyn Walter informed the Board that the HLC focus visit will occur November 18-19. She reviewed the status of the college’s preparation for the visit.

Criterion Four – The focus of this criterion is assessment and retention. A comprehensive co-curricular plan is in place. The dashboard has been revised to connect data to this goal. A team is participating in the HLC Assessment Academy. The Institutional Student Learning Outcomes (ISLOs) have been refined and a pilot project is in place. In addition, a student retention plan has been developed and the early alert system approved at this meeting will be implemented. The ISLOs developed by the faculty include: Students will be able to effectively express ideas and exchange knowledge in multiple ways. Students will apply their knowledge to new problems and challenges. Themes for additional outcomes include collaboration, social/personal responsibility and

information/technology literacy. Students will be measured through embedded assignments in the classroom.

Criterion Five – This criterion focuses on strategic planning and shared governance. The Shared Governance Council is meeting regularly and has a process for accepting topics to be addressed. Communication between administration and employee groups has been formalized. SharePoint is being used to archive and share work. Non-academic departments are engaged in assessment and professional development regarding the use of data has occurred.

The Assurance Argument is the narrative that will be provided to the HLC via a repository on the HLC website. Vice President Walter and Dr. Smith have compiled evidence for the argument and a rough draft has been provided to the campus for feedback. The Assurance Argument will be submitted on September 23. A mock review visit will occur August 29 and 30 using two consultants who are peer reviewers for the HLC. They have reviewed the draft Argument and provided valuable feedback. The consultants will meet with various groups across the campus and conduct an open forum for all employees.

**\*PERSONNEL:** The Board **approved** the appointments of Bobby Bland, Welding Instructor, effective August 12, 2019 with a nine-month salary of \$49,500; Bridgette Kelch, Executive Director, Foundation effective October 1, 2019 with an annual salary of \$75,000; and Laura Cain, Admissions Counselor for High School Populations effective September 3, 2019 with an annual salary of \$35,500. The Board also **approved** adjunct faculty for fall semester 2019 as shown on the attached memorandum.

**BOARD PRESIDENT’S REPORT:** Ms. Hartley noted that the Board is excited to accept and approve the strategic plan and intends to both participate in and be supportive of the strategic initiatives. She stated that the HLC mock visit will be valuable in preparation for the November site review. The Board indicated their interest in holding a retreat to discuss upcoming initiatives and will work to schedule a date this fall.

**REPORTS:**

- A. FACULTY ASSOCIATION REPORT:** Faculty Association President Jenifer Goodson reported on faculty participation in conferences and seminars over the summer months and recognized those completing advanced degrees. The association will be sponsoring a hole in the upcoming Alumni Golf Tournament.
- B. ECC-NEA:** ECC-NEA President Tom Fitts reported that Collective Bargaining Agreement workgroups are being established. He and Aaron Bounds, association vice president, are meeting weekly with Vice President Walter to discuss issues of mutual interest and are meeting with Dr. Bauer monthly. ECC-NEA is also sponsoring a hole at the golf tournament.
- C. PROFESSIONAL STAFF ASSOCIATION REPORT:** Professional Staff Association President Jenny Kuchem reported that Lisa Farrell is serving on a MOBIUS task force on assessment. Student services saw 590 students during the first week of classes and information tables staffed by employees across campus were very helpful. The Learning Center had 318 logins and 686 visits along with 30 requests for classroom workshops. Jenny complemented Chad Baldwin for the tremendous work he does to assist faculty and students with online classes.

**D. CLASSIFIED STAFF ASSOCIATION REPORT:** Classified Staff Association President Stacy Bellville indicated the association had no report at this time.

**E. STUDENT GOVERNMENT ASSOCIATION (SGA):** SGA President Juanita Ziegler reported the SGA officers helped with all new student orientation sessions and used this opportunity to promote club membership with much success. The SGA will host a blood drive on September 4. SGA officers and Emily Durham will attend a conference hosted by MCCA this fall. SGA is also participating in the 50<sup>th</sup> anniversary celebration on September 15. Activities are planned for Constitution Day on September 17 and students will help with ECC's Adopt-a-Highway clean up on September 20. SGA will be initiating a word play competition in conjunction with the English Department. Juanita expressed appreciation for the opportunity provided for student input in the strategic plan and for the open educational resources (OER) initiative that is helping to reduce textbook costs.

**PRESIDENT'S REPORT:** Dr. Bauer introduced Emily Durham, Coordinator of Campus Life and Leadership, and indicated he is excited to welcome Bridgette Kelch who will be joining the staff as the Executive Director of the Foundation. He also noted that Bobby Bland, the new full-time welding instructor, started his job on August 12 and will be building the fast track welding program.

Enrollment at this point is down 4.7% in credit hours and 2% in headcount. However, many of the dual enrollment registrations are not yet in the system and a more complete enrollment picture will be available at the October meeting. Rolla has seen an enrollment increase of 7% in credit hours and 4.5% in headcount.

Ameren has completed the electricity infrastructure project and most of the HVAC work has been completed with the contractor still on site working on exterior portions of the project.

Following a year of operation, the Shared Governance Council has completed a self-assessment. The results were mostly positive with 80% of the group agreeing that the various provisions of the shared governance policy are being met. Utilization of data and setting standards of accountability in the model had more mixed results. This assessment will occur annually.

Vice President Doepker provided an update on the greenhouse construction. The building foundation will be set in September. Due to a backlog with the greenhouse manufacturer, the unit will not be delivered until December. Completion is expected in late January.

The 50th anniversary celebration will occur on September 15 from noon to 4 p.m. The Board was encouraged to attend the open house that will showcase the campus and programs for the community. A ceremony to commemorate the anniversary will be held at 2 p.m. that day. Dr. Bauer expressed appreciation to the committee and its co-chairs, Dot Schowe and Bonnie Gardner.

**ADJOURNMENT:**

**Motion:** To adjourn the August 26, 2019 public Board of Trustees meeting at 7:11 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

**1.29 Board Member Conflict of Interest Policy** *(Adopted 11-12-2007; Reaffirmed 8-26-2019)*

All trustees of the College shall adhere to the laws regarding conflict of interest and take steps to avoid situations where their decisions or actions in their capacity as Board members conflict with the mission of the College.

As used in this policy, "businesses owned by Board members" includes sole proprietorships, partnerships, joint ventures or corporations where the Board member is the sole proprietor, a partner having more than a ten (10) percent partnership interest, or a co-participant or owner of more than ten (10) percent of the outstanding shares of any class of stock.

**1.29.1 Sale, Rental, Lease or Provision of Personal Property**

Board members or businesses they own shall not sell, rent, lease or provide personal property to the district.

**1.29.2 Sale, Rental or Lease of Real Property (Real Estate)**

Board members and businesses they own may sell, rent or lease real estate to the College. Public notice of the transaction must be given prior to execution if the payment to the Board member or business exceeds \$500 per transaction or \$5,000 per year.

**1.29.3 Employment**

The College shall not employ Board members for compensation even on a part-time basis. While a Board member remains on the Board of Trustees, the College will not accept an application of employment from a Board member, consider a Board member for employment or decide to employ a Board member. Board members may provide services on a volunteer basis.

**1.29.4 Independent Contractor**

Board members may provide services to the College as independent contractors through businesses they own. If payment for the service exceeds \$500 per transaction or \$5,000 per year, the College must give public notice and competitively bid the service, and the bid or offer of the Board member's business must be the lowest received. Businesses owned by Board members may provide services on a volunteer basis.

**1.29.5 Businesses That Employ Board Members**

Board members may participate in discussions and vote on motions for the College to do business with entities that employ the Board member as long as the business is not owned by the Board member and the Board member will not receive any financial benefit from the transaction. The Board member may need to submit a statement of interest as described below.

### **1.29.6 Statement of Interest**

If a Board member has a substantial personal or private interest in a decision before the Board, before voting the Board member shall provide a written report of the nature of the interest to the Board secretary. The written statement will be recorded in the minutes. A Board member will have complied with this requirement if the Board member has disclosed the interest in a personal financial disclosure statement that was filed or amended prior to the vote.

A "substantial interest" exists when the Board member, his or her spouse or dependent children, either singularly or collectively, directly or indirectly:

1. Own(s) ten (10) percent or more of any business entity; or
2. Own(s) an interest having a value of \$10,000 or more in any business entity; or
3. Receive(s) a salary, gratuity or other compensation or remuneration of \$5,000 or more from any individual, partnership, organization or association within any calendar year.

### **1.29.7 Self-Dealing**

A Board member shall not favorably act on any matter that is specifically designed to provide a special monetary benefit to the Board member, his or her spouse or dependent children.

A "special monetary benefit" means being materially affected in a substantially different manner or degree than the manner or degree in which the public in general will be affected or, if the matter affects only a special class of persons, then affected in a substantially different manner or degree than the manner or degree in which such class will be affected.

A Board member will not directly or indirectly influence or vote on a decision when the Board member knows the result of the decision may be the acceptance by the College of a service or the sale, rental or lease of property to the College and the Board member, his or her spouse, dependent children in his or her custody or any business with which he or she is associated will benefit financially.

"Business with which a person is associated" means:

1. A sole proprietorship owned by the Board member, his or her spouse or any dependent children in the person's custody.
2. A partnership or joint venture in which the Board member or spouse is a partner, other than as a limited partner of a limited partnership, and any corporation or limited partnership in which the Board member is an officer or director or of which the Board member, spouse or dependent children in the Board member's custody, whether singularly or collectively, own more

than ten (10) percent of the outstanding shares of any class of stock or partnership units.

3. Any trust in which the Board member is the settlor or trustee, or in which the Board member, spouse or dependent children, singularly or collectively, are beneficiaries or holders of a reversionary interest of ten (10) percent or more of the corpus of the trust.

#### **1.29.8 Use of Confidential Information**

A Board member shall not use confidential information obtained in the course of his or her official capacity in any manner with the intent to result in financial gain for himself or herself, any other person or any business.

#### **1.29.9 Nepotism**

A Board member shall not vote to employ or appoint any person who is related within the fourth degree to such Board member by consanguinity or affinity. In the event that an individual is recommended for employment or appointment and the individual is related within the fourth degree to a Board member, the related Board member shall abstain from voting and shall leave the room during consideration of the question and the vote.

"Fourth degree of consanguinity or affinity" means parents, grandparents, great-grandparents, great-great-grandparents, spouse, children, siblings, grandchildren, great-grandchildren, great-great-grandchildren, nieces or nephews, grand-nieces or grand-nephews, aunts or uncles, great-aunts or great-uncles, and first cousins by virtue of a blood relationship or marriage.

**1.30 Personal Financial Disclosure Statements Policy** *(Adopted 11-12-2007; Reaffirmed 8-26-19)*

The Board of Trustees hereby adopts a policy establishing and making public its own method of disclosing financial interests of Board members, candidates and specified administrators, in accordance with law. Personal financial disclosure statements as described below shall be filed with the Missouri Ethics Commission and the East Central College Board of Trustees, on or before May 1 for the preceding calendar year, unless the person filing is a Board candidate. Candidates who are required to file reports (i.e., those who have engaged in reportable transactions in the previous calendar year) must file their reports within 14 days after the last day to file for office. The reports will be made available for public inspection and copying during normal business hours.

This portion of the policy dealing with the financial interest statement will be adopted in an open meeting every other year by September 15. A certified copy of this policy/resolution shall be sent to the Missouri Ethics Commission within ten (10) days of adoption.

**1.30.1 Board Member Disclosure**

All trustees and candidates for trustee will disclose in writing the following transactions if they occurred during the calendar year:

1. Each transaction in excess of \$500 per year between the College and the individual, or any person related within the first degree by consanguinity or affinity to the individual. The statement does not need to include compensation received as an employee or payment of any tax, fee or penalty due the College. The statement shall include the dates and identities of the parties in the transaction.

"First degree of consanguinity or affinity" includes parents, spouse or children by virtue of a blood relationship or marriage.

2. Each transaction in excess of \$500 between the College and any business entity in which the individual has a substantial interest. The statement does not need to include any payment of tax, fee or penalty due the district or payment for providing utility service to the College. The statement shall include the dates and identities of the parties in the transactions.

"Substantial interest" is ownership by the individual, his or her spouse or dependent children, either singularly or collectively, directly or indirectly, of ten (10) percent or more of any business entity, or of an interest having a value of \$10,000 or more, or the receipt of a salary, gratuity or other compensation of \$5,000 or more from any individual, partnership, organization or association within any calendar year.

**1.30.2 College President and Chief Purchasing Officer Disclosure**

The College President and the Chief Purchasing Officer (i.e., the Vice President of Finance and Administration) will disclose in writing the information required

in 1) and 2) above. In addition, these employees will disclose the following information for themselves, their spouses and dependent children:

1. The name and address of each employer from whom income of \$1,000 or more was received during the year covered by the statement.
2. The name and address of each sole proprietorship the individual owned.
3. The name, address and general nature of business conducted by each general partnership or joint venture in which he or she was a partner or participant.
4. The name and address of each partner or co-participant in the partnership or joint venture unless the information is already filed with the secretary of state.
5. The name, address and general nature of business of any closely held corporation or limited partnership in which the individual owned ten (10) percent or more of any class of the outstanding stock or limited partners' units.
6. The name of any publicly traded corporation or limited partnership that is listed on a regulated stock exchange or automated quotation system in which the individual owned two (2) percent or more of any class of outstanding stock, limited partnership units or other equity interests.
7. The names and addresses of each corporation for which the individual served in the capacity of director, officer or receiver.



## EAST CENTRAL COLLEGE STRATEGIC PLAN

### MISSION

Empowering students and enriching communities through education.

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### VISION

East Central College will be a leader in higher education,  
inspiring academic excellence and driving community development.

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### VALUES

**Integrity** – We commit to building trust through open, honest communication and transparent decision making.

**Diversity** – We value diverse identities and perspectives, and are committed to 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 responsible citizenship and environmental stewardship.

**Empowerment** – We equip our students and employees with the resources and tools needed to be successful, resilient and courageous leaders in a changing world.

**Collaboration** – We rely on teamwork to accomplish our common goals.

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### STUDENT EXPERIENCE STATEMENT

East Central College aims to provide a quality education exemplified by a transformative and empowering student experience. That student experience is characterized by:

- An engaging education that is academically challenging and personally meaningful.
- Innovative programs and services that equip students to become critical thinkers and leaders prepared for the future.
- A supportive community designed to motivate and inspire students toward life-long learning.
- Memorable relationships with faculty and staff mentors that help shape students into productive and socially responsible citizens.
- Clearly defined pathways to completion and post-graduation success.

East Central College faculty, staff, and administration support this experience with:

- A responsive and data-informed educational community that is committed to providing the best possible experience for its students.
- The use of current technology and teaching practices leveraged to deliver rewarding and relevant learning experiences.
- Accessible, streamlined services that empower students to be independent while promoting growth and accountability.
- A commitment to inclusion, diversity, and a caring approach built on mutual respect.

## STRATEGIES

### ***PATHWAYS - DEVELOP CLEAR ACADEMIC AND CAREER PATHWAYS WITH PERSONALIZED SUPPORT TO INCREASE ENROLLMENT AND PROMOTE STUDENT SUCCESS.***

- Create a Guided Pathways model to help students identify their goals and barriers, and to chart clear routes to timely completion by progressing through carefully sequenced courses with recognizable academic milestones and integrated support services by June 1, 2023
  - Develop multi-semester academic course schedule
  - Identify milestone courses in each pathway
  - Provide campus-wide professional development sessions on student planning software, intrusive advising and the pathways model
  - Add Grit Assessment to the Accuplacer Next Gen or Foundations of Student Success course
  - Align Foundations of Student Success course with academic pathways
- Develop effective and efficient credit and non-credit programs that support students' attainment of academic and career goals by June 30, 2024
  - Develop an academic program vitality rubric
  - Develop Agriculture Program curriculum for MDHE approval
  - Create an on-line Computer Information Systems program option
  - Explore the viability of creating Behavioral Health Support Technician degree or certificate
- Increase annual credit hour production to 60,000 by June 30, 2024 (baseline 52,000)
  - Conduct a strategic academic course schedule evaluation
  - Conduct an RFP for a Customer Relationship Management Software System
  - Meet with rootEd Alliance to discuss implementation of a College Access Advisor Program
  - Explore expansion of intercollegiate athletics with Board of Trustees
  - Develop marketing/outreach plan for scholarship program
  - Submit MO-Excel Grant for an AEL Transitions Academy
- Award 720 degrees and certificates annually by June 30, 2024 (baseline 522)
  - Implement an e-tutoring program
  - Identify and implement student retention software program
  - Develop a proposal for a peer mentoring program
  - Develop a proposal for a pre-placement test experience for new students
  - Incorporate student retention, persistence, and completion goals into a strategic enrollment management plan
- Build a culture of assessment around Institutional Student Learning Outcomes across the curriculum and in co-curricular programs and activities by June 30, 2024
  - Professional Development: Performance Measures to measure ISLO's
  - Complete communication ISLO pilot project
  - Finalize creation of the ISLO's
  - Complete curricular & co-curricular mapping
  - Hold an assessment showcase
  - Assess current Learning Management System and determine if system is meeting current needs

***PARTNERSHIPS - STRENGTHEN PARTNERSHIPS WITH LOCAL HIGH SCHOOLS, HIGHER EDUCATION INSTITUTIONS, AND EMPLOYERS TO DRIVE INTELLECTUAL AND ECONOMIC DEVELOPMENT IN THE REGION.***

- Increase early college headcount to 660 students by October 31, 2024 (baseline 443)
  - Identify projected class sizes
  - Send survey to Three for Free students and faculty at the close of summer session
  - Develop communication plans for high school partners and students
  - Evaluate course offerings to target Three for Free students per survey results of summer 2019 completers
  - Develop school and program specific pathways that lead to postsecondary enrollment at ECC
  - Identify ways to assist eligible high school students in funding early college enrollment
  - Develop external marketing plan around Inspiring Excellence Together
  
- Increase the annual number of students transferring to a four-year institution to 201 by June 30, 2024 (baseline 176)
  - Research and identify the four-year transfer rate of the past five years
  - Identify the complete list of articulation agreements
  - Research new academic program transfer partnerships with four-year institutions, using guided pathways
  - Research new four-year university partnerships for offerings at ECC locations
  
- Create ten new in-operation training partnerships for specific programs as part of a Work Here, Train Here initiative by June 30, 2024
  - Research and identify high-demand industries for partnerships
  - Research and identify specific companies as best fit for partnerships
  - Survey ECC service area businesses to identify interested parties
  - Research and identify specific funding opportunities to strengthen initiative
  - Establish training programs

***EMPLOYEES - CREATE A CULTURE OF COLLABORATION AND LEARNING TO ATTRACT, RETAIN, AND DEVELOP DIVERSE AND TALENTED EMPLOYEES.***

- Enhance the knowledge and skills of employees through relevant professional development as measured by the professional development section of the *Chronicle Great Colleges to Work For* survey (65% positive responses by the 2024 survey administration; baseline 61%)
  - Establish professional development committee for classified and professional staff
  - Conduct a professional development needs assessment
  - Analyze data collected from professional development needs survey to identify needs
  - Review and update board policies related to educational opportunities and tuition reimbursement and professional development (5.27, 5.39, 5.40)
  - Enhance the employee on-boarding process
  - Establish funding for internal and external staff professional development
  - Provide at least two internal development opportunities for all employees annually
  - Create management/leadership training for new and current supervisors
  - Assessment of professional development process
- Recognizing that the recruitment and retention of faculty and staff is critical to the institution's success, the college will commit to providing competitive compensation (salary and benefits) on par with peer institutions.
  - Establish a representative task force to identify an appropriate peer employer group and establish retention and compensation targets to be implemented over multiple years
  - Provide compensation at the targets identified by the task force, or no less than the median wages provided by the peer employers group
- Strengthen collaboration among employees as measured by the collaboration section of the *Chronicle Great Colleges to Work For* survey (65% positive responses by the 2024 survey administration; baseline 48%)
  - Implement training for productive committee engagement, leadership, and participation including virtual meeting protocol
  - Establish a coalition to operationalize values in work culture
  - Increase relationship building activities for employees
  - Create a plan for team building activities for employees, either through external companies or by developing internal activities
  - Develop performance evaluation criteria for collaboration and/or committee engagement to be used in employee evaluations
- Develop an active recruitment plan to attract diverse and talented employees for implementation no later than January 1, 2023
  - Research effective recruitment plans, looking at other institutions and/or consulting professional recruiters
  - Conduct confidential exit interviews (possibly through electronic survey) to understand reasons for turnover and opportunities for growth
  - Gather data for adjunct/dual credit instructor applicant pool to use in later recruitment based on institutional needs
  - Engage employees to be actively involved in recruitment for open positions with opportunities like employee referral programs and encouraging social media sharing
  - Review advertising budget for posting positions and the best places to allocate those funds (print, social media, job boards); including "How did you hear about the job?" on application
  - Develop and implement recruitment plan based on analytical data from research, HireMoJo data, and professional opinions gathered from first action step

**ROLLA - EXPAND OUR PRESENCE AND OFFERINGS IN ROLLA TO ENHANCE THE COLLEGE'S IMPACT THROUGHOUT OUR REGION.**

- Define and communicate a comprehensive plan for Rolla by June 30, 2020
  - Define target region recognizing the counties, communities, and school districts within our service area and those within reasonable commute radius
  - Gather necessary data to include area high school enrollment data and college going rate (going to college and going to ECC)
  - Gather necessary data to determine growth potential and maximum capacity of current Rolla facilities
  - Gather employment data for the Rolla region
  - Gather assessed valuation data for school districts in Rolla region
  - Assess needs of top 4 year transfer partners that will drive academic plans for Rolla students intending to transfer
  - Initiate a community opinion poll to take the pulse of the community, measure and create awareness, and assess market potential taking into consideration current providers
  - Survey area top employers and initiate focus groups to gain insight from key individuals including but not limited to city administrators, area superintendents, hospital administrators
  - Complete Rolla SWOT Analysis
  - Formally write charge to move forward
- Create a comprehensive communication and marketing plan for Rolla to be initiated on October 1, 2020
  - Capture and assess all current communication and marketing strategies in a cohesive way for Rolla
  - Utilize results of community survey to measure community awareness, satisfaction, etc. and incorporate into marketing plan
  - Define/create marketing for specific programs and establish our identity/brand
  - Distinguish ourselves as a community college in Rolla and increase awareness within communities
  - Evaluate plan annually to ensure relevance to upcoming initiatives and needs
- Increase Rolla annual credit hour production to 9,000 by June 30, 2024 (baseline 5,877)
  - Establish budget metric/allocation for student organization/activities for Rolla
  - Develop and implement a 2-year course schedule focused on degree completion of currently approved programs and courses to support Core42 certificate completion
  - Evaluate staffing considerations to fulfill current and future programs & services
  - Explore technology options such as Zoom to offer low enrollment courses and identify appropriate courses to increase credit hour capacity potential
  - Separate data from CCSSE/Noel Levitz to capture Rolla specific information
  - Plan for attracting new students/recruitment
  - Plan for retaining students through student engagement initiatives
  - Explore new program options with respect to career pathway needs of surrounding communities
  - Develop and implement at least 1 new degree program and additional short term certificates focused on needs of the Rolla area by AY2024

## ***FINANCIAL STRENGTH - SECURE FINANCIAL STRENGTH TO SUSTAIN INSTITUTIONAL VIABILITY.***

- Create a comprehensive budget process that includes forecasting by June 30, 2020
  - Document current budget process and individual positions involved
  - Investigate processes and technology at other similar colleges and recommend potential options for ECC
  - Develop a vetting process for any new capital expenditures or programs
  - Create new budget process and procedures including assignment of responsibility, documentation of timeline and definition of the budget committee role
  - Inform and create training to all stakeholders on new budget process and procedures
  
- Auxiliary departments will operate at a financially self-sustaining level by June 30, 2023
  - Determine which operations or elements of an operation are defined as auxiliary
  - Review, evaluate and report current financial situation for each auxiliary area
  - Create preliminary plan to implement for FY21
  
- Increase alternative revenues by June 30, 2024
  - Define what is included in alternative revenues – grants, facility rentals – and to research what other institutions are doing to create alternative revenues
  - Evaluate historical alternative revenue amounts
  - Evaluate and document current processes related to alternative revenue
  - Financial analysis of adding additional grant support vs. the current resources
  - Set alternative revenue goals and assign responsibility
  - Train college personnel on the procedures related to obtaining permission/applying for/billing for/accepting/receiving/accounting for and utilizing revenues from external sources
  
- Improve Composite Financial Index (CFI less pension liability) to 2 by June 30, 2024
  - Create a five-year CFI projection using current repayment schedule
  - Determine which CFI component adjustments will make the largest impact
  - Report and communicate results to administration to make adjustments as needed
  - Identify specific areas/processes/responsibilities to move the needle
  - Develop action plans within those areas
  - Evaluate effectiveness of action plan and actual financial results for the year

Interoffice Memo

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TO: Dr. Bauer  
DATE: August 19, 2019  
FROM: Office of Academic Affairs  
RE: Adjunct Approval

Please approve the following adjuncts for the Fall 2019 semester.

**Career & Technical Education**

Gary Durham, Prec. Mach.	Jerry Goodson, Prec. Mach.	Brian Watson, HVAC
Amy Feese, Culinary	Richard Hudanick, Business	
Elisha Ford, Accounting	Stephanie Juengling, Bus.	

**Health Sciences**

Rechell Alcorn, EMT	Jill Harrison, Nursing	Becky Raterman, Nursing
Courtney Baxter, MDA	Lisa Korn, EMT	Heather Sluis, Nursing
Jaimie Blaue, Nursing	Nancy Mitchell, Nursing	Audrey Vail, Nursing
Theresa Briggs, EMT	Wayne Prince, EMT	Brittany Yoakum, Nursing

**English & Humanities**

John Anglin, Comm.	Emily Durham, English	Somer Overshon, English
Shana Collier, Comm.	Madison Emerick, English	Elizabeth Rosebrough, Eng.
Katelyn Delvaux, English	Lisa Haag, Civilization	Windy Souders, English
Deborah Dicus, Civilization	Susan LaFayette, English	Harry Waters, Geography
Jeremiah Driver, English	Stanley Miller, English	

**Fine & Performing Arts**

Kelly Austermann, Music	William Hopkins, Music	Benjamin Sachs, Music
Lisa Blackmore, Music	Connor Joyce, Music	Juanita Schuler, Art
Tamara Campbell, Music	Lansin Lim Kimler, Music	Cory Sellers, Art History
S. Patrick Charles, Music	Margret Noud, Music	Annette Swafford-Green,
Alex Freeman, Theatre	Clayton Petras, Art	Art
Krista Frohling, Art	Gary Powers, Art	

**Mathematics & Education**

Ann Boehmer, Mathematics	Jennifer Heberlie, Edu.	Fatemeh Nichols, Chem.
Larissa Bray, Education	Judith Higginbotham, Math	Amy Skyles, Education
Linda Follis, Mathematics	Mary Beth Huxel, Edu.	Dennis Smith, Mathematics
Susan Giesing, Education	Terry Jobe, Mathematics	Brad Wallach, PE
Timothy Gray, Mathematics	Connie Lutz, Mathematics	Deborah Westhoff, Math
Teri Haas, Mathematics	Kirby Moreland, Dev Math	

**Science & Engineering**

Tiffanie Atherton, Biology	Nancy Hayes, Biology	Mark Palmier, Biology
Lucy Crain, Nutrition	Jeffrey Jaquess, Physics	Larry Pierce, Geology
Alyse Deason, Biology	Amanda Limback, Ag	Bijaya Shrestha, Physics
Sarah Havens, Biology	Travis McDowell, Chem.	James Small, Physics

**Social Sciences**

Kristen Adams, Psychology  
Erin Angin, Psychology  
Stacey Binder, Psychology  
Taylor Bodenschatz, Psych.  
Steven Campbell, Poli. Sci.  
Alyce Carpenter, Psych.  
Theodore Coburn, CJ

Miranda Green, Psychology  
Thomas Haas, Sociology  
Robin Hanson, Anthro.  
Laura Janes, Psychology  
Rachel Johnson, History  
Gregory Mebruer, Psych.  
Tommy Nichols, History

Jeff Parsons, History  
Jennifer Rivera, Geography  
Don Sharpsteen, Psych.  
Vanessa Whittle, History  
Sarah Wildt, Sociology

**Foundation Seminar**

Jennifer Kuchem  
Steffani McCrary  
Jessica Robart  
Michelle Smith  
Jennifer Willis

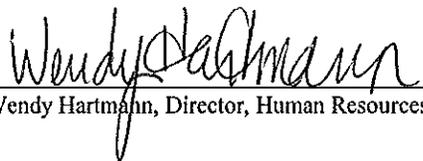
**Dual Credit**

Shea Bowen, Business, Owensville  
Timothy Buchheit, Comm., S.F. Borgia  
Sarah Dierker, Business, St. Clair  
Emily Durham, English, Cuba  
Emily Edens, History, Bourbon  
Shannon Engelbrecht, Art, Rolla  
Colin Flynn, English, Washington  
Kerri Flynn, Psychology, Washington  
Patrick Fogarty, Math, Washington  
Alex Garber, History, Cuba  
Star Hargis, English, Rolla  
Kathy Hertlein, Religion, S.F. Borgia  
Cathy Jinkerson, Business/CIS, Washington  
Emily Joseph, Biology, Cuba  
Lana Kay Mabe, Accounting, Steelville  
Ben Martin, Biology, St. Clair  
Melissa Mauchenheimer, Math, Washington  
Alicia McDaniel, Business, St. Clair  
Glenn Mechem, History, Union

Kimberly Minnich-Contarini, Bus/CIS,  
Washington  
Amber Moore, Culinary, Nichols CC  
Christine Moritz, Accounting, Owensville  
Danika Novak, English, Union  
Tabitha Olson, Math, Cuba  
Mary Ann Pelster, Math, S.F. Borgia  
Sharlet Peterson, Math, Linn  
Robert Prichard, History, St. Clair  
Janet Rademacher, Biology, Owensville  
Terri Rowden, Accounting, Bourbon  
Sarah Serbus, Theatre/Comm, Union  
Dennis Smith, Math, Union  
Kathleen Speichinger, Accounting, Belle  
Lydia Stack, Science, Cuba  
Ed Stahl, History, Washington  
Ken Willardson, Math, Vienna  
Kelly Wood, Communications, Washington

Signatures:

  
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Robyn Walter, Vice President, Academic Affairs

  
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Wendy Hartmann, Director, Human Resources