EAST CENTRAL COLLEGE

INSTITUTIONAL STRATEGY CROSSWALK

This is a time of institutional transformation for East Central College. Many of the college's plans, programs, and projects overlap in several ways.

This crosswalk document illustrates how **East Central College's Strategic Plan**, adopted in November 2024, shares many objectives, metrics, and action steps with the college's **Title III grant**. The grant funds **ECC's membership in the Achieving the Dream Network**, which in turn has provided a framework for putting many of the Strategic Plan's action steps into place.

ECC's partnership with Achieving the Dream

Title III grant funds ATD network membership

ECC's Title III Grant and Grant-Funded Programs
RISE, SI, PD, ATD

ATD helps guide our approach to action steps

Grant shares several objectives and action steps

ECC's Strategic Plan

Your Journey
Our Mission

ECC INSTITUTIONAL STRATEGY CROSSWALK

The East Central College Strategic Plan, the Title III grant objectives, and the Achieving the Dream coach recommendations include goals or strategies related to these categories:

- Data Analysis and Usage
- Enrollment and Retention
- Recruitment and Workforce Development
- Advising
- Student Engagement and Belonging

- Community Vibrancy and Communications
- Professional Development and Collaboration
- Technology
- Course Completion and Success
- Course Quality and Availability

Though this crosswalk aims to thoroughly portray the overlap in these plans and activities, it is by no means comprehensive, as the Strategic Plan, the Title III grant, and the Achieving the Dream recommendations and plans are all highly detailed. This is a living document; if you have questions, comments, or suggestions, please contact Jean Woodson at Jean.Woodson@eastcentral.edu.

PRIORITY	ECC STRATEGIC PLAN	TITLE III & ACHIEVING THE DREAM
DATA ANALYSIS AND USAGE	**Develop data literacy and decision-making capabilities.** (Operational Innovation and Effectiveness Objective #3) **Establish and implement data definitions and governance policies by December 31, 2026.** (Operational Innovation and Effectiveness Objective #4) **Establish an institutional council to support strategic planning, assessment, and results by June 30, 2025.** (Operational Innovation and Effectiveness Objective #5) **Improve staff and faculty's reporting and usage of accurate and consistent student-centered data by June 30, 2026.** (Student-Centered Experience Objective #1)	**Establish a Data Governance Team to conduct a brief, focused audit of the current reports and data produced by the Institutional Research staff. Identify redundancies, unused documents, or potential adjustments in reporting frequency to free up staff time.** (ATD Data Team Strategy) **Partner with Achieving the Dream to provide professional development opportunities for faculty and staff to learn about using data for student success.** (Title III Activity) **Create a Title III data dashboard for the ECC website.** (Title III Activity)

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ENROLLMENT AND RETENTION	**Increase enrollment by 15% by 2029.** (Strategic Enrollment Objective #1) **Improve application yield to reach 60% enrollment by December 31, 2028.** (Strategic Enrollment Objective #2)	**Increase fall-to-fall retention of first-time full-time Pell-recipient students to 63.2%.** (Title III Grant Objective #1) **Increase fall-to-fall retention of part-time Pell-recipient students to 53%.** (Title III Grant Objective #2) **Increase retention of continuing students to 70%.** (Title III Grant Objective #13)
RECRUITMENT AND WORKFORCE DEVELOPMENT	**Implement a college-wide recruitment plan by May 31, 2026.** (Strategic Enrollment Objective #3) **Establish educational attainment goals for ECC in partnership with each community in the region by August 1, 2025.** (Community Vibrancy Objective #1) **Strengthen ECC's presence in school districts that yield the smallest percentage of graduates to ECC by December 31, 2026.** (Community Vibrancy Objective #5) **Develop programs that address the top 10% of unmet labor market demand by December 31, 2026.** (Community Vibrancy Objective #3)	**Partner with ECC's Adult Education & Literacy program and non-degree seeking programs to to provide academic support that encourages students to continue their academic journeys at ECC.** (Title III Program Activity) **Consider how non-credit workforce development students and faculty/staff integrate into ECC's student success efforts, including opportunities to add new micro-credentials and better integrate credit and non-credit students and offerings.** (ATD Coach Recommendation)

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ADVISING	**75% of students will submit a completed next-step plan regarding their post-ECC experience.** (Strategic Enrollment Objective #6)	**Address inconsistencies in how students experience academic advising and the Falcon Seminar course by analyzing data to compare the effectiveness of the advising models used for different programs.** (ATD Coach Recommendation) **Provide opportunities for Academic and Career Navigators to participate in NCDA's Facilitating Career Navigation certification program.** (Title III Activity)
STUDENT ENGAGEMENT AND BELONGING	**Improve the CCCSE survey's student-faculty interaction score to be above small college average by June 30, 2029.** (Student-Centered Experience Objective #4) **Increase the overall sense of belonging of students by December 31, 2027**. (Strategic Enrollment Objective #5) **Improve the Noel Levitz Satisfaction score for caring and helpful staff from a challenge to a strength by June 30, 2028.** (Student-Centered Experience Objective #7)	**Provide opportunities for faculty and staff to participate in ACUE's Effective Online Teaching Practices certification and other online/HyFlex courses to foster stronger connections between distance learners and their instructors.** (Title III Activity) **Expand offerings for peer-led academic support and produce a cohort of trained student leaders.** (Title III Activity)
COMMUNITY VIBRANCY AND COMMUNICA–TIONS	**Enhance recognition of ECC's contributions to the community and alumni success by 10% by December 31, 2025.** (Community Vibrancy Objective #2) **Increase the engagement of on-campus events that foster community participation and personal growth by June 1, 2026.** (Community Vibrancy Objective #4)	**Create a strategic communication plan that is focused on student success efforts, encompassing faculty, staff, students, and the community. The plan should focus on messaging about student success strategies and achievements.** (ATD Communications Team Strategy)

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PROFESSIONAL DEVELOPMENT AND COLLABORATION	**Increase professional development opportunities tailored to different departments and roles to enhance employee skills and growth by September 30, 2028.** (Employee Development and Institutional Culture Objective #1)	**Increase % of faculty/staff satisfied with professional development opportunities based on ModernThink survey questions to 71%** (Title III Grant Objective #12)
	Implement and assess a Peer-to-Peer Mentorship Program with at least 49% of participants reporting increased knowledge sharing and collaboration by September 30, 2028. (Employee Development and Institutional Culture Objective #2)	**Provide annual professional development opportunities for faculty and staff by partnering with the National Institute for Staff and Organizational Development (NISOD), the National Association of Colleges and Employers (NACE), and other organizations.** (Title III Activity)
	Improve positive response rates on the ModernThink survey for "Communication" and "Evaluation and Promotion" by December 31, 2027. (Employee Development and Institutional Culture Objective #3)	**Establish collaborative Communications and Data Teams that encompass faculty, staff, and communications/data professionals.** (ATD Coach Recommendation)
	Increase horizontal collaboration with employees reporting improved cooperation and support across departments. (Employee Development and Institutional Culture Objective #4)	
TECHNOLOGY	**Assess gaps and redundancies to inform future technology improvements by June 30, 2025.** (Operational Innovation and Effectiveness Objective #1)	**Conduct a technology use audit to streamline advising, coaching, instructional design, reporting, and other processes.** (Title III Activity)
	Implement dynamic Institutional Artificial Intelligence committees and policies addressing ethical, academic, and administrative AI usage by December 31, 2025. (Operational Innovation and Effectiveness Objective #2)	**Provide laptops, internet hot spots, and other devices for student loan.** (Title III Activity)

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COURSE COMPLETION AND SUCCESS	**Reduce withdraw rate for ECC by December 31, 2029.** (Strategic Enrollment Objective #4)	**Increase successful course completion rates for low-income students to 80%.** (Title III Grant Objective #9:)
	Improve course success rates by December 31, 2028. (Student-Centered Experience Objective #5)	**Decrease withdrawal rates (W&WX) for low-income students to 11%.** (Title III Grant Objective #10)
	Increase student usage of student supports by December 31, 2030. (Student-Centered Experience Objective #6)	**Increase success rates for low-income students enrolled in:** • **Developmental Math (Goal: 49.7%)** • **Gateway Math (Goal: 48%)** • **College Algebra (Goal: 60%)** • **Developmental Reading (Goal: 59.2%)** • **Developmental Writing (Goal: 67.9%)** • **English Composition (Goal: 72%)** (Title III Grant Objectives #3-8)
	Identify and improve four early momentum metrics for student success by June 30, 2027: **Early Momentum Metrics: The rate of students who...** • **Complete their first semester without earning any credit** • **Earn credit in college-level math or English in their 1st year** • **Persist from the fall semester to the spring semester** (Student-Centered Experience Objective #2)	**Achieving the Dream Strategy: Early Momentum Metrics**
		Implement four Retention Specialists and a Technology and Online Retention Specialist to serve as success coaches for students in priority courses. (Title III Activity)
		Implement Supplemental Instruction and RISE (financial and academic support program) to assist students in developmental and gateway courses. (Title III Activity)
COURSE QUALITY AND AVAILABILITY	**Improve ECC's Noel Levitz student satisfaction mean score for instructional quality above 6 by June 30, 2028.** (Student-Centered Experience Objective #3)	**Increase the percentage of students who express satisfaction with course availability to 80%.** (Title III Grant Objective #11)