



ECC STRATEGIC PLAN

ECC STRATEGIC PLAN FOR FISCAL YEARS 2010, 2011 & 2012



Elgin
Community
College

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Elgin
Community
College

Bright Choice. Bright Future.

Adopted August 10, 2010

DEFINITIONS THE STRATEGIC PLAN INCLUDES:

Mission

Why we exist

Core Value

What matters most to us

Vision

Where we expect to be in the future

Philosophy

What we believe

Shared Values

How we feel about our school, students, employees, and community, and how we expect ourselves to behave

Goals

Broad intentions we expect to accomplish in three fiscal years (the current goals are set for FY2010, FY2011, and FY2012 and will be revised again in FY2013)

Objectives

Specific actions we expect to accomplish in one fiscal year (the objectives are revised based on actions taken and feedback received during the previous fiscal year)



ECC STRATEGIC PLAN

Mission

The mission of Elgin Community College is to improve people's lives through learning.

Core Value

We hold learning as our primary focus.

Vision

We will pursue our Core Value of encouraging learning by focusing all our efforts on making Elgin Community College one of the best centers of learning in the United States. In recognition of our role as a comprehensive community college, we will strive to create high-quality learning opportunities that respond to the needs of the residents of our district. As we work toward this Vision, our efforts will be guided by Shared Values of Excellence, Freedom of Inquiry, Equity, Ethical Practices, Accountability, Respect for Diversity, and Community Engagement.

Philosophy

We believe learning to be a lifelong process of intellectual growth that occurs when people are challenged to expand their depth of knowledge, understanding, and experience. We believe that encouraging people to accept that challenge is the best way to help them grow intellectually and achieve their goals. We also believe that challenging people to grow intellectually will improve their lives.



ECC STRATEGIC PLAN FOR FISCAL YEARS 2010, 2011 & 2012

SHARED VALUE: EXCELLENCE

All college functions and services must strive for the highest level of excellence to successfully achieve our Mission. Learning activities must be of the highest quality to help students achieve their goals.

STRATEGIC GOAL 1

Ensuring curriculum currency and program relevance based on critical reflection of outcomes

Objectives for FY2010

- 1.1 Use results of assessment and program review to improve learning

Results/Accomplishments¹: In FY2010, we made gains in several areas related to student learning assessment. The Student Learning Assessment and Advisory Committee (SLAAC) adopted a three-phase process for continuous improvement of general education beginning with the writing outcome. Additionally, we made improvements to CurricUNET to allow for easier electronic submission and review of course learning outcomes, annual program assessment plans, and updates. Finally, Elgin Community College students continued to make gains in successfully completing gateway courses (i.e., those courses with traditionally high enrollment and low success rates) and in passing state and national licensing exams.

Objectives for FY2011

- 1.1 Strengthen assessment at the program level by better using and synthesizing existing forms of data (e.g., current chargeback/joint agreement reports, advisory group reports, and assessment reports, etc.)
- 1.2 Define a clear process for continuous review, discussion and communication of results from assessment, and program review to inform curricula
- 1.3 Plan and outline revisions of developmental education sequences, delivery, and/or topics to improve student success²

Objectives for FY2012

- 1.1 Begin implementation of processes created in FY2011 for the continuous and regular review of results
- 1.2 Begin revisions of developmental curricula based on plans outlined in FY2011

¹ Additional details on all accomplishments can be found in ECC's annual Performance Report and in other institutionally mandated reports.

² See also FY2011 Objective 3.1.

SHARED VALUE: EXCELLENCE

STRATEGIC GOAL 2

Promoting student engagement and intentional learning

Objectives for FY2010

- 2.1 Adapt and revise practices and procedures to ensure student engagement
- 2.2 Redesign physical spaces to promote intentional learning

Results/Accomplishments: Overall, ECC students are quite satisfied and engaged in the life of the college. Students rate their experiences above national benchmarks for satisfaction (Student Satisfaction Inventory, Noel-Levitz) with the exception of the Academic Advising/Counseling area. In addition, the number of student clubs with membership greater than 20 has increased between FY2010 over FY2009, indicating increased engagement in co-curricular activities. ECC was rated by students to be at or above national benchmarks in areas of engagement as well—particularly in areas of support for learners, student-faculty interaction, and academic challenge. However, ECC was rated slightly below national averages in areas of student effort and active/collaborative learning.

Objectives for FY2011

- 2.1 Pilot intentional approaches to academic advising, including case management teams for key focus populations and specific career teams (beginning with healthcare in FY2011)
- 2.2 Set expectations and customize specifications for the use of various technologies to guide the advising pilots in Objective 2.1 (such as e-Advising, portfolios, and other web-based enhancements for new student orientation, and linking Early Alert with advising pilots)
- 2.3 Pilot planned enhancements for new student orientations (e.g., using student peer leaders, communities based on common experiences/career interests, and/or technology refinements)

Objectives for FY2012

- 2.1 Expand pilot of advising approaches from FY2011 and determine future specifications (including whether certain elements of advising programs are mandatory or voluntary)
- 2.2 Assess the utility of the technologies used to guide advising and set specifications for future use and/or acquisitions
- 2.3 Assess and evaluate the effectiveness of refined orientations and plan for modifications in FY2013

SHARED VALUE: EXCELLENCE

STRATEGIC GOAL 3

Improving success milestones among key focus populations: first-time, developmental, adult, Black, and Latino students

Objectives for FY2010

- 3.1 Expand programs and services that target success for key populations
- 3.2 Increase the number of students placing into college-level coursework

Results/Accomplishments: During FY2010, we made significant efforts through the Achieving the Dream program to address and improve student success. Persistence (i.e., the percentage of students who enrolled in the fall semester and re-enroll the following fall semester) is on the rise over the past few years among all students, including focus populations. Persistence increased by 8 percent among full-time students and 10 percent among part-time students over the past three reporting years and is higher than rates reported by neighboring peer colleges. Additionally, the success rates of students taking developmental, adult education and English as a second language (ESL) courses increased from FY2009 to FY2010. While the overall completion rate (i.e., the percentage of students who graduate or transfer) has risen over the past several years, ECC's transfer rate remains slightly lower than rates reported by peer institutions.

Objectives for FY2011

- 3.1 Modify developmental course sequencing and topics and prepare a plan for implementation of modified curricula in FY2012. Considerations include mastery learning/modular approaches and supplemental instruction, among others³
- 3.2 Research and prepare specifications for placement testing options for English Language Learning (ELL) students and curricular options for students with low intellectual abilities

Objectives for FY2012

- 3.1 Begin a pilot of curricular modifications to the developmental education sequence/topics planned in FY2011
- 3.2 Pilot alternative placement methods for English Language Learning (ELL) students and students with low intellectual abilities

³ See also FY2011 Objective 1.3.

SHARED VALUE: EXCELLENCE

STRATEGIC GOAL 4

Supporting the continuing growth of faculty in learning theory, teaching methodology, technology, and individual disciplines

Objectives for FY2010

- 4.1 Expand faculty and staff development opportunities to enhance knowledge of learning, teaching, technology, and leadership

Results/Accomplishments: During FY2010, we identified a number of faculty professional development opportunities through work on Achieving the Dream, primarily in the areas of developmental education and diversity, equity and inclusion. Additionally, the Center for Enhancement of Teaching and Learning (CETL) increased the number of pedagogy workshops, courses, webinars, and other events in FY2010 over FY2009. Funding for faculty professional development remains strong.

Objectives for FY2011

- 4.1 Formalize professional development processes for faculty, including:
 - Researching the teaching/learning literature and auditing current practices to identify gaps
 - Introducing effective models for exchanging and contextualizing professional development information (e.g., applying instructional practices to research peer sharing, etc.)
- 4.2 Pilot opportunities (e.g., workshops, cross-functional discussions) for professional development in the areas of cultural competence and developmental education
- 4.3 Establish additional supports and incentives for unit adjunct faculty and expectations for non-unit adjunct faculty to participate in faculty development
- 4.4 Investigate the feasibility of common meeting times to facilitate teaching/learning discussions around student success

Objectives for FY2012

- 4.1 Report on best practices and gaps analyzed in FY2011 Objective 4.1 related to professional development
- 4.2 Reassess the involvement of adjunct instructors in professional development and make adjustments
- 4.3 Reassess the impact of introducing effective models of contextualizing and working with professional development knowledge and make adjustments
- 4.4 Scale up professional development in developmental education and COL101 Student Success to better align to identified student needs in Goal 3
- 4.5 Scale up professional development in cultural competency to better align to identified employee needs in Goal 11

SHARED VALUE: FREEDOM OF INQUIRY

We believe a learning community is most engaging and viable when a spirit of free inquiry exists, allowing everyone the freedom to explore new and diverse ideas and to express their interests and attitudes.

STRATEGIC GOAL 5

Fostering a spirit of inquiry to increase understanding of racial, ethnic and global diversity, and of domestic and world cultures

Objectives for FY2010

- 5.1 Increase opportunities for contact with people from diverse cultures and backgrounds
- 5.2 Adapt and revise curriculum to reflect a greater variety of cultural perspectives

Results/Accomplishments: During FY2010, diversity of the student body (as defined by race/ethnicity), increased over the preceding two fiscal years. In FY2010, approximately 44 percent of the student body represented minority populations (e.g., Asian/Pacific Islander, Black, Latino), reflecting the racial/ethnic makeup of the larger district. Additionally, we made curricular revisions in FY2010 to adapt multicultural perspectives. A multi-day symposium was held to train faculty on how to infuse curricula with content on racial/ethnic relations, and faculty-led proposals were funded to infuse curricula with global perspectives.

Objectives for FY2011

- 5.1 Update and revise the General Education outcome(s) for global/multicultural understanding
- 5.2 Research new instrument(s) to assess students' understanding of cultural competency based on revised outcome(s)
- 5.3 Research best practices for encouraging dialog on diversity, inclusion and equity by leveraging existing student clubs and organizations

Objectives for FY2012

- 5.1 Implement new learning outcome(s) for global/multicultural understanding into highest enrolled courses
- 5.2 Require demonstration of implemented outcome(s) and assess them through recommended instrument(s)

SHARED VALUE: EQUITY

We believe that everyone must have an equal opportunity to grow through learning and pledge to provide all who take part in our learning activities with the opportunities and supports needed for success.

STRATEGIC GOAL 6

Ensuring key focus populations have equal access to learning opportunities

Objectives for FY2010

- 6.1 Increase the number of adult students (25 and over)
- 6.2 Increase the number of Black and Latino students

Results/Accomplishments: In FY2010, Black and Latino students comprised a greater percentage (38 percent) of the overall study body than during the preceding fiscal year (36 percent). Additionally, slight gains were made in the percentage of adult students (defined as 25 years of age and older) enrolled during FY2010 (47 percent) than during FY2009 (45 percent).

Objectives for FY2011

- 6.1 Establish data-driven processes for managing enrollment growth by:
 - Auditing new student enrollment efforts
 - Analyzing class scheduling to determine gaps and greatest needs
 - Evaluating which recruitment efforts are most effective in recruiting key focus populations
- 6.2 Enhance recruitment by targeting existing marketing efforts in the Marketing and Communication and Alliance for College Readiness areas
- 6.3 Record and report on the community concerns and ideas regarding new student recruitment⁴

Objectives for FY2012

- 6.1 Based on information from FY2011, reassess and implement new student enrollment processes
- 6.2 Reassess the recruitment efforts undertaken in FY2011 and report the results and a plan for future refinements to key college constituencies

⁴ See also FY2011 Objective 12.2.

SHARED VALUE: EQUITY

STRATEGIC GOAL 7

Creating and offering programs and services that meet the emerging needs of our students

Objectives for FY2010

- 7.1 Increase online and hybrid options for courses and programs
- 7.2 Expand health career education offerings
- 7.3 Refine class scheduling
- 7.4 Increase the number of courses offered in workplaces
- 7.5 Improve student satisfaction in the areas of financial aid and academic advising

Results/Accomplishments: ECC students in career/technical programs consistently report being able to find work in their fields. More than 85 percent of graduates from the last three years report being employed, and 75 percent of those report being employed in fields directly related to their degrees at ECC. Further, through Achieving the Dream, plans were outlined in FY2010 to make improvements in class scheduling and academic advising for at-risk target populations, with future efforts dedicated to advising students in health careers.

Objectives for FY2011

- 7.1 Plan for a credit hour expansion of COL101 Student Success and begin the initial recruitment of additional faculty
- 7.2 Plan for scale-up of the summer bridge program utilizing the results from advising pilots and Alliance for College Readiness
- 7.3 Build specifications for a comprehensive training and development program whereby new students are mentored by community leaders, staff, faculty, and peers

Objectives for FY2012

- 7.1 Pilot some sections of an expanded COL101 Student Success course and gather performance and satisfaction data to inform future pilots
- 7.2 Implement expanded summer bridge programs for a wider pool of students
- 7.3 Pilot the student mentoring program designed in FY2011

SHARED VALUE: ETHICAL PRACTICES

As we strive to develop our learning community, we will maintain at all times the highest level of honesty, communication, cooperation, and credibility in all relationships

STRATEGIC GOAL 8

Ensuring integrity in our relations with others

Objectives for FY2010

- 8.1 Create an ethics program for the college

Results/Accomplishments: During FY2010, we created and approved an administrative procedure on business ethics and conduct to stipulate standards of conduct that are expected of all ECC employees. Additionally, an Equity Action Team was created with a goal to improve cultural understanding and competence for all employees in the areas of diversity, equity, and inclusion. We also outlined plans for online ethics training for all employees.

Objectives for FY2011

- 8.1 Implement online ethics trainings for ECC employees
- 8.2 Form an Equity Action Team of culturally competent employees to guide the college's activities related to relationships, accountability and communication⁵
- 8.3 Develop a plan and processes to improve employee understanding and appreciation for diversity, equity, and inclusion⁶

Objectives for FY2012

- 8.1 Implement practices, based on FY2011 Objective 8.1, to ensure continued measurement of ethics practices (e.g., required workshops)
- 8.2 Carry out a process for regular review and interpretation of the college's progress in the areas of diversity, inclusion, and equity

⁵ See also FY2011 Objective 11.3

⁶ See also FY2011 Objective 11.1.

SHARED VALUE: ACCOUNTABILITY

As a public institution, we believe we must assume responsibility for all our decisions and actions, and we must also be open and honest in all our affairs and always ensure that we are making the best use of our resources.

STRATEGIC GOAL 9

Conserving spending while improving quality and effectiveness

Objectives for FY2010

- 9.1 Improve the links between planning and budgeting
- 9.2 Increase alternative funding sources

Results/Accomplishments: We made numerous accomplishments in FY2010 to improve quality and conserve spending. The college was praised nationally for its practices related to financial reporting and budget preparation. During FY2010, the college deployed its first college-wide process for funding new initiatives aligned to strategic planning. The college's net assets have increased over the past several fiscal years, and its expenditure-to-revenue ratio remains strong and well below 1.00.

Objectives for FY2011

- 9.1 Maintain or reduce administrative and operating costs to ensure future viability of programs and services
- 9.2 Establish processes to ensure cross-functional collaboration in accomplishing institutional goals to reduce redundancies
- 9.3 Identify opportunities for advancing sustainability efforts and the use of renewable energies
- 9.4 Increase uniformity and transparency in budgeting processes to ensure that funding opportunities (e.g., grants, capital costs) are connected to strategic planning through demonstrated evidence

Objectives for FY2012

- 9.1 Limit the set of strategic priorities each year that frame operational activities

SHARED VALUE: ACCOUNTABILITY

STRATEGIC GOAL 10

Facilitating quality decision-making

Objectives for FY2010

- 10.1 Improve internal and external communications
- 10.2 Broaden our understanding of data-driven decision-making
- 10.3 Increase opportunities for cross-functional and inter-departmental interactions

Results/Accomplishments: Several efforts in FY2010 helped to facilitate quality decision-making: a series of data briefs written by the Achieving the Dream Data Team; analysis and reporting of qualitative focus group data from students, faculty, and staff; and gathering and sharing external data for comparative benchmarking (e.g., Alliance for College Readiness, Achieving the Dream, National Student Clearinghouse, National Community College Benchmarking Project). We made improvements in the effectiveness of campus committees (e.g., Board of Trustees, Deans' and Administrative Team meetings) and in how information is reported (e.g., eNet, Community Report).

Objectives for FY2011

- 10.1 Audit ECC communication channels and ECC employee communication preferences
- 10.2 Collect, disseminate and discuss data in a more systematic and centralized manner
- 10.3 Provide professional development to ECC employees in the areas of accessing data, data-based decision/meaning-making, and planning
- 10.4 Create materials and routines for continuous peer evaluation of programs and services to guide institutional planning (e.g., set criteria, templates, logic models)

Objectives for FY2012

- 10.1 Based on communication preferences gathered in FY2011, create an internal communication system that incorporates information collection, dissemination, and distribution
- 10.2 Evaluate the effectiveness of professional development opportunities in the area of decision/meaning-making

SHARED VALUE: RESPECT FOR DIVERSITY

All constituencies are important to achieving our Vision. Therefore, we must respect the unique and diverse perspectives each person offers and embrace those differences as the means for developing the strongest learning community possible. We promote individual growth and a positive sense of self-worth for all members of the college community.

STRATEGIC GOAL 11

Developing a collegial environment that support employees' sense of purpose and self-worth to grow personally and professionally

Objectives for FY2010

- 11.1 Increase the number of diverse faculty, staff, and administrators
- 11.2 Align employee performance tools to strategic goals

Results/Accomplishments: In FY2010, we amended the Administrative Evaluation Form to bring it into alignment with the strategic goals. While the proportion of minority employees (as defined by race/ethnicity) has been steady for the past several fiscal years, college employees do express a high degree of satisfaction with campus services and their fellow colleagues (based on data gathered from employee focus groups). There is some desire for systemic clarity on accountability around areas of diversity and cultural competency, which will be a key area of action in FY2011 and beyond.

Objectives for FY2011

- 11.1 Convene a college-wide Equity Action Team to assist the president in defining, planning for, and implementing infrastructures to build and sustain cultural competence in the areas of diversity, equity, and inclusion
- 11.2 Prepare a recommendation on ways to more effectively attract, recruit, select, and hire diverse faculty, staff, and administrators (Recruitment Sub-team)
- 11.3 Prepare a recommendation on ways to develop and engage employees through career pathways, coaching/mentoring, and clear use of performance evaluation tools to provide complete, accurate, and timely feedback (Engagement and Development Sub-team)
- 11.4 Prepare a recommendation on ways to develop the cultural competence of employees (Cultural Competence Sub-team)

Objectives for FY2012

- 11.1 Report results from the Recruitment, Engagement and Development, and Cultural Competence Sub-teams campus-wide
- 11.2 Begin pilot projects of the most feasible recommendations stemming from the results reported in FY2012 Objective 11.1

SHARED VALUE: COMMUNITY ENGAGEMENT

As an active and involved part of our community, we must play an integral role in developing, advancing, and serving the local community

STRATEGIC GOAL 12

Strengthening our relations with businesses, educational, and service organizations vital to our community

Objectives for FY2010

- 12.1 Increase the college's participation at key external events
- 12.2 Increase opportunities for others to participate in the college's initiatives
- 12.3 Learn how to better serve the community

Results/Accomplishments: Data compiled in FY2010 indicate that the larger community believes ECC to be a source of pride with a strong academic reputation. We made efforts in FY2010 to engage and re-connect with unemployed or underemployed community members, younger residents, business leaders, chief company officers, social service agencies, and local artistic communities. It remains the case that some community groups hold a skeptical view about the college's commitment to diversity, equity, and inclusion, and we created a college-wide Equity Action Team to help address these concerns. We will outline plans and actions in FY2011.

Objectives for FY2011

- 12.1 Strengthen, improve, and diversify external partnerships with businesses, organizations, workforce, and professional boards throughout the district (particularly in DuPage and McHenry counties)
- 12.2 Establish a college-community sub-team to assess student and community awareness of and participation in advancing ECC's mission⁷

Objectives for FY2012

- 12.1 Implement methods for actively engaging the community.
Best methods may include:
 - Refining existing measures of community engagement
 - Using existing reports and information more effectively
 - Using community ambassadors to enhance student success
 - Hosting diversity events for the community
- 12.2 Establish regional goals and broader mechanisms for engagement across institutions within our district

⁷ See also FY2011 Objective 6.3.