



ELGIN COMMUNITY COLLEGE STRATEGIC PLAN

2018 through 2022

Approved on October 10, 2017



Elgin
Community
College

Bright Choice. Bright Future.



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TERMS USED THROUGHOUT THIS BOOKLET:

MISSION

Why the college exists
(our purpose)

VISION

Where we are headed
(our future)

PHILOSOPHY

The core conceptual framework
that guides our work

SHARED VALUES

Foundational beliefs that shape
our actions and embody our
philosophy

THEMES

Enduring concepts emerging
from planning discussions used
to frame goals and strategies

GOALS

Broad, long-range intentions that
help to clarify our vision

STRATEGIES

Specific and reportable actions
we intend to accomplish within
each goal

SUCCESS INDICATORS

Reportable measures to assess
whether goals are on track

OVERVIEW

The ECC Strategic Plan for 2018 through 2022 is the culmination of a year-long period of review that began in fall 2016 and continued through fall 2017. During this time, college faculty, administrators, staff, students, trustees, and community partners reflected on current and future opportunities through review of:

- Student success data
- Comparative benchmarks and best practices from other institutions
- National trends in higher education
- Labor and demographic trends
- Financial reports

A timeline of activities undertaken to create this plan is contained in this booklet. Our processes were informed by employee focus groups, student meetings, web surveys, a survey of area residents, and forums of over 100 educational, business, and community leaders. From these sessions, we generated new language for our vision, philosophy on learning, shared values, and four key goals to guide the college's future work:

- Equity and Learning
- Holistic Programming
- Community Partnerships
- Service Excellence and Collaboration

Our intention is to remain transparent and accountable. Strategies and success indicators have been pre-defined for each goal and provide a basis for the plan-do-study-act cycle of continuous improvement. Progress will be shared annually in progress reports, financial reports, and other public documents. I am confident this plan provides a solid foundation upon which Elgin Community College will pursue its five-year vision, and I welcome your feedback at any time.

Thank you to everyone who participated in creating this vital plan and reaffirming our mission to improve people's lives through learning.



A handwritten signature in white ink that reads "D. Sam." with a stylized flourish underneath.

David Sam, PhD, JD, LLM
President

MISSION

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

VISION

We will pursue our Mission by focusing all our efforts on making Elgin Community College a national leader in promoting success for all students. This Vision will be attained through a commitment to provide innovative and affordable learning opportunities for all constituencies and to promote cultural competence and community partnership in our decisions and actions.

PHILOSOPHY ON LEARNING

Learning is the primary driver behind our Mission and Vision. We believe learning is a lifelong process of intellectual and interpersonal growth that occurs when individuals expand their depth of knowledge, skills, and experiences. We further believe that learning empowers individuals to improve their lives and the economic, social, and cultural conditions of local and global communities.





SHARED VALUES

Excellence

Our programs and services strive for the highest level of excellence to successfully achieve our vision. We use research-based methods to strengthen curriculum and deliver high-quality learning-centered instruction and services.

Freedom of Inquiry

We believe learning 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. We strive to create environments where inquiry flourishes and guides innovation.

Equity

We are an inclusive community that provides students, employees, and community members with full access to all resources needed to achieve their individual goals. We commit to creating an environment that is equitable and inclusive to all.

Diversity

We value and honor diversity in all forms and perspectives. To successfully achieve our vision, we provide a safe and inclusive community that promotes and affirms individual growth, social responsibility, and self-worth for success in a global world.

Ethical Practices

We are responsible to carry out our work with honesty and integrity. Our decisions and actions are guided by our vision and not by personal interests, and they will be enacted with a sense of service to students and community members.

Accountability

As a public institution, we commit to make the best use of resources. We strive to be transparent in reporting our decisions and actions and seek feedback from others as we continuously improve our practices.

Collaboration

We are actively committed to serving students, employees, and community members. The decisions and actions we undertake in carrying out our vision derive from working cooperatively with local through global constituencies.

THEME: EQUITY AND LEARNING

GOAL: Identify and expand practices to raise academic achievement and completion.

STRATEGY 1:

Create learning environments to ensure students acquire the knowledge and skills needed for academic and career success.

What Informs This?

- ECC student success data
- ECC student survey data
- National best practices

Examples of Activities

- Alternative placement and assessment pilots
- Curricular mapping of skills to courses

STRATEGY 2:

Develop students' self-advocacy skills and professional behaviors.

What Informs This?

- ECC advisory councils
- Labor market trends
- Guided pathways research

Examples of Activities

- Opportunities for students to reflect and monitor learning
- Student Mentoring

STRATEGY 3:

Study and model research-based teaching practices that elevate student learning.

What Informs This?

- ECC accelerated learning programs
- ECC integrated career and academic prep programs

Examples of Activities

- Acceleration of developmental education
- Contextualized learning supports

SUCCESS INDICATORS

- Student completion of courses and programs
- Student progression through coursework
- Student job attainment
- Transfer to subsequent educational institutions
- Student engagement and satisfaction with college programs and services

THEME: HOLISTIC PROGRAMMING

GOAL: Strategically build and maintain enrollment and purposeful pathways.

STRATEGY 4:

Strengthen outreach, recruitment, retention, and completion of key target populations.

What Informs This?

- Regional demographic trends
- ECC program reviews
- ECC predictive models

Examples of Activities

- Strategic enrollment planning
- Strategic budgeting
- Community messaging

STRATEGY 5:

Routinely assess and adjust college practices to ensure that students make informed decisions.

What Informs This?

- Guided pathways research
- Alliance for College Readiness
- National best practices

Examples of Activities

- Curricular mapping of high school through college coursework
- Policy reviews

STRATEGY 6:

Develop an institution-wide approach to class scheduling and the efficient delivery of services.

What Informs This?

- ECC class scheduling data
- ECC budget reviews
- Guided pathways research

Examples of Activities

- Utilization auditing
- Academic master planning
- Strategic enrollment planning

SUCCESS INDICATORS

- Student mastery of learning outcomes
- Enrollment of identified target populations
- Degree of fit between students' goals, skills, and experiences and college programs and services

THEME: COMMUNITY PARTNERSHIPS

GOAL: Advance relationships that benefit the college, students, and partnering organizations.

STRATEGY 7:

Prepare students and ensure successful transitions through the educational pipeline (preschool through bachelor's degree).

What Informs This?

- Alliance for College Readiness
- Transfer institutions
- ECC predictive model

Examples of Activities

- Articulation with universities
- High school dual credit
- Data sharing

STRATEGY 8:

Strengthen student learning connections outside the classroom.

What Informs This?

- ECC Career Development Services
- ECC International Education and Programs
- ECC advisory councils

Examples of Activities

- Co-curricular programming
- Global learning opportunities
- Cultural competence applied to classrooms

STRATEGY 9:

Leverage community and workforce partnerships to develop resources and secure funding that supports program and student needs.

What Informs This?

- Labor market trends
- ECC Foundation and Institutional Advancement

Examples of Activities

- Building grants and donor support
- Reengaging alumni

STRATEGY 10:

Design and structure programs in ways that respond to community and workforce needs.

What Informs This?

- Workforce Development Council
- Community brand equity survey

Examples of Activities

- Apprenticeships
- Strategic enrollment planning
- Business engagement

SUCCESS INDICATORS

- Readiness of incoming students
- Preparedness of graduates for transfer and/or employment
- Responsiveness to student and community needs
- Value added to the community
- Employer and community satisfaction with college programs, services, and graduates

THEME: SERVICE EXCELLENCE AND COLLABORATION

GOAL: Instill a culture of service excellence and collaboration.

STRATEGY 11:

Provide relevant continuing education opportunities for employees.

What Informs This?

- ECC employee surveys
- ECC student success data

Examples of Activities

- Safety and security training
- Faculty research community
- Leadership development

STRATEGY 12:

Improve the recruitment, hiring, and onboarding of new employees.

What Informs This?

- Consultant and accreditor feedback
- ECC employee surveys

Examples of Activities

- Faculty orientations and mentoring
- Cultural competence training

STRATEGY 13:

Strengthen cross-departmental communication and opportunities for dialog and reflection.

What Informs This?

- Consultant and accreditor feedback
- ECC employee surveys

Examples of Activities

- Opportunities for employees to connect and reflect
- Assessment Diaries
- Strategic budgeting

STRATEGY 14:

Systematically use evidence to guide academic and operational improvements and redirect resources for maximum impact.

What Informs This?

- Consultant and accreditor feedback
- ECC employee surveys
- ECC predictive models

Examples of Activities

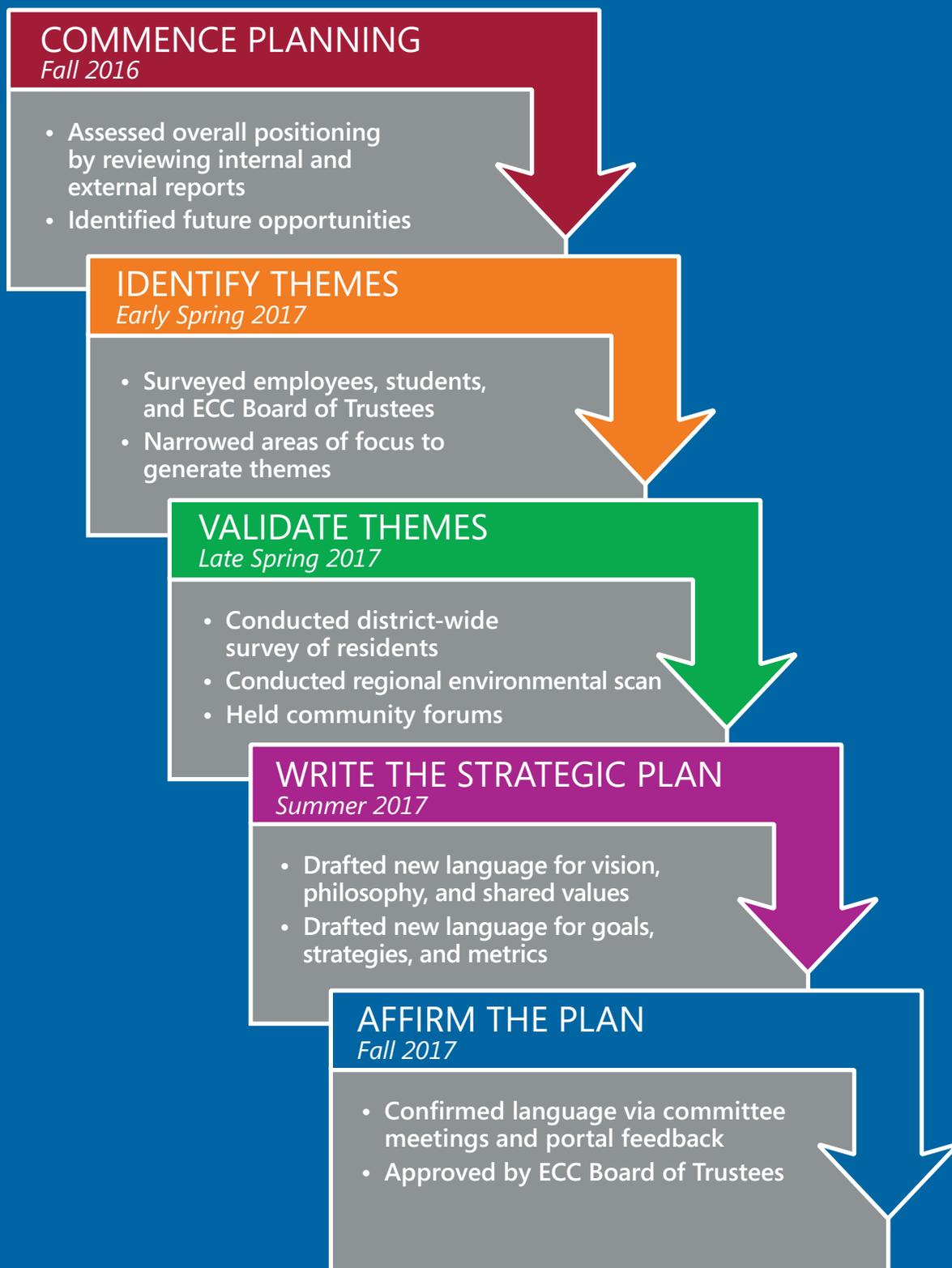
- Program health criteria
- Data literacy
- Data dashboards

SUCCESS INDICATORS

- Employee satisfaction
- Employee mastery of professional development goals
- Effectiveness and efficiency of institutional processes
- Employee awareness and understanding of institutional processes

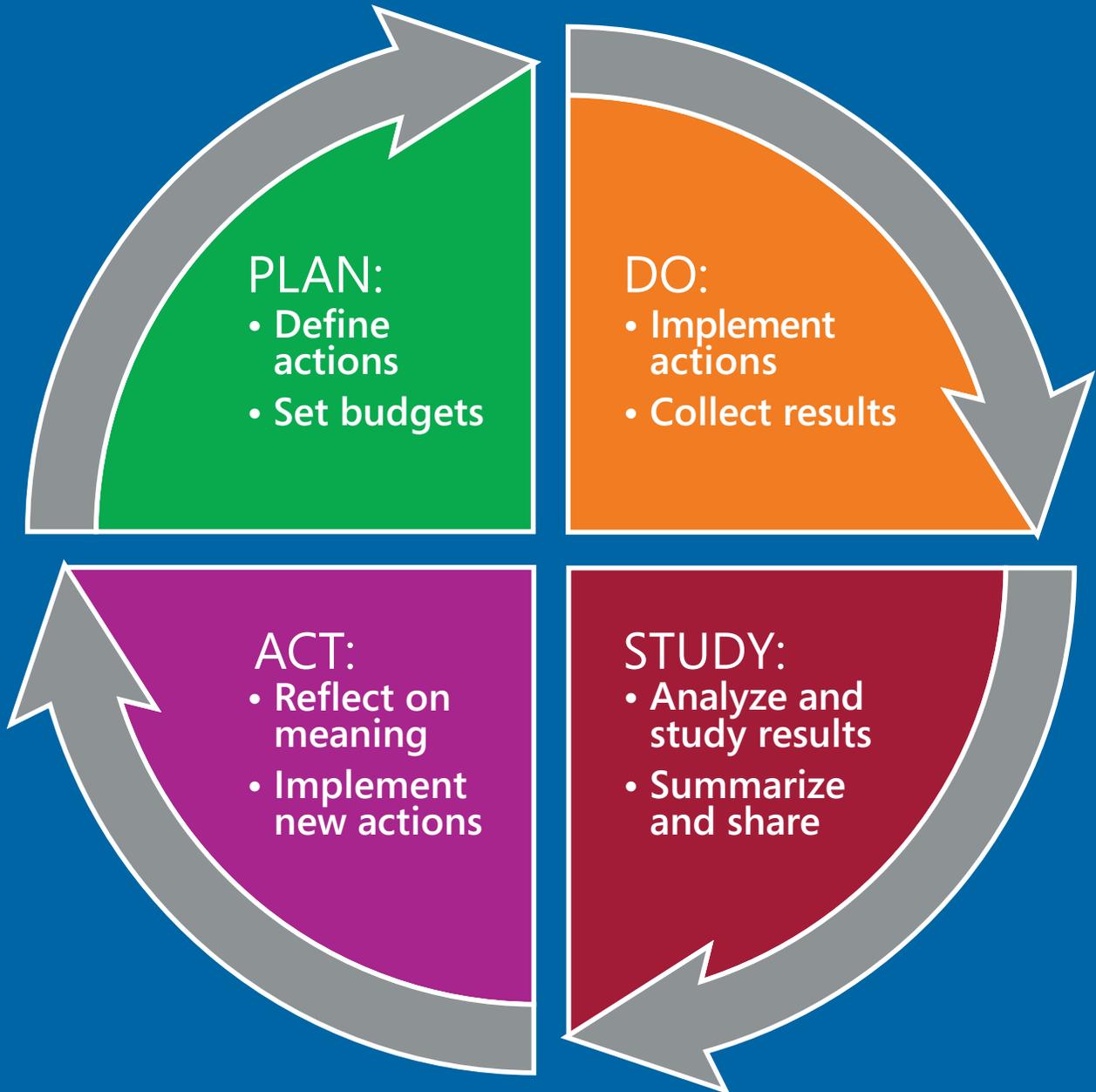
TIMELINE OF ACTIVITIES TO CREATE THE PLAN

To enact this plan, the college engaged in the following activities.



PROCESSES FOR ENACTING THE PLAN

To enact this plan, the college will continuously plan, do, study, and act upon results.





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