



EAST CENTRAL COLLEGE STRATEGIC PLAN

MISSION

Empowering students and enriching communities through education.

VISION

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

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.

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 effective and efficient credit and non-credit programs that support students' attainment of academic and career goals by June 30, 2024
- Increase annual credit hour production to 60,000 by June 30, 2024 (baseline 52,000)
- Award 720 degrees and certificates annually by June 30, 2024 (baseline 522)
- Build a culture of assessment around Institutional Student Learning Outcomes across the curriculum and in co-curricular programs and activities by June 30, 2024

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)
- Increase the number of students transferring to four-year institutions to 201 by June 30, 2024 (baseline 176)
- Create ten new in-operation training partnerships for specific programs as part of a Work Here, Train Here initiative by June 30, 2024

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%)
- 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
- 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%)
- Develop an active recruitment plan to attract diverse and talented employees for implementation no later than January 1, 2023

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
- Create a comprehensive communication and marketing plan for Rolla to be initiated on October 1, 2020
- Increase Rolla annual credit hour production to 9,000 by June 30, 2024 (baseline 5,877)

FINANCIAL STRENGTH - SECURE FINANCIAL STRENGTH TO SUSTAIN INSTITUTIONAL VIABILITY.

- Create a comprehensive budget process that includes forecasting by June 30, 2020
- Auxiliary departments will operate at a financially self-sustaining level by June 30, 2023
- Increase alternative revenues by June 30, 2024
- Improve Composite Financial Index (CFI less pension liability) to 2 by June 30, 2024