



IECC STRATEGIC PLAN

2018-2023

Our mission is to deliver exceptional education and services to improve the lives of our students and to strengthen our communities.

Goals are broad intentions that we expect to accomplish during the life of the plan.

Objectives are specific components of goals we expect to accomplish.

Strategies are example activities or actions that committees, departments, staff, and faculty carry out.

Illinois Eastern Community Colleges' strategic planning process was authorized by the CEO's Cabinet, with initial work done by Frontier Community College's President and Dean of Instruction. First, information from both internal and external stakeholders was gathered:

- Input from students was collected via on-campus focus groups at all four colleges prior to the end of the Spring 2017 semester.
- Collection of data from faculty (full-time and adjunct) was performed via a 12-question electronic survey at the end of the spring 2017 semester.
- Three additional focus groups were conducted at each of the four campuses throughout the Summer of 2017 to solicit input from college staff, administrators, and community members (members of advisory committees, K-12 personnel, local politicians and business owners, etc.).
- An additional focus group was held at the District Office to allow input from staff at that location.
- Remaining personnel who do not work at a college (West Richland Center and Workforce Education) were asked to provide input by completing an electronic survey.
- Additional data was provided via environmental scanning, 2017 Student Satisfaction Survey, and the 2017 Employee Satisfaction Survey.

Information and comments from stakeholders were then aggregated, analyzed, and interpreted culminating in five overarching Goals for the strategic plan being identified and approved by the Cabinet. A five-member strategic planning committee was charged with developing specific plan Objectives and Strategies under each Goal and identifying the stakeholders responsible for each. Cabinet approval was given at each step in the process.

IMPROVE STUDENT EDUCATION EXPERIENCE

Link to Mission: Deliver Exceptional Education

OBJECTIVE 1: Promote academic excellence

Strategy 1: Evaluate teaching load (maximum) and make appropriate adjustments.

Strategy 2: Create a funding source to promote innovative pedagogy using technology.

Strategy 3: Increase professional development opportunities.

Strategy 4: Improve the quality of E-Learning environments.

OBJECTIVE 2: Enhance employee satisfaction

Strategy 1: Recognize excellence in performance through yearly awards and incentives.

Strategy 2: Provide an atmosphere that promotes and supports continuous personal and professional improvement.

Strategy 3: Continue to monitor and adjust salary ranges of new and existing employees to ensure IECC's ability to recruit and retain talented faculty and staff.

Strategy 4: Continue to explore financially responsible options that will improve the health care benefits afforded to employees and their families.

OBJECTIVE 3: Improve communication with students

Strategy 1: Implement texting and social media as a means of communicating with students.

Strategy 2: Require faculty to use a designated LMS for all classes.

Strategy 3: Incorporate electronic informational displays and signage around campus.

OBJECTIVE 4: Expand Wi-Fi availability and bandwidth

Strategy 1: Evaluate Wi-Fi coverage and add or adjust access points as needed

Strategy 2: Increase Wi-Fi bandwidth to meet increasing demands

EXPAND EDUCATIONAL CHOICES AND SUPPORT SERVICES

Link to Mission: Deliver Exceptional Services; Improve the Lives of our Students

OBJECTIVE 1: Increase collaboration among the four colleges

- Strategy 1: Review processes for inconsistencies (credit card [Discover & AE]); payment agreements, holds on accounts criteria, etc.).
- Strategy 2: Establish a coordinated online class schedule.
- Strategy 3: Increase student satisfaction with college bookstore services (ordering books/apparel online).

OBJECTIVE 2: Create new programmatic opportunities at the colleges

- Strategy 1: Create laddering for programs.
- Strategy 2: Establish an equitable strategy to share complete programs.
- Strategy 3: Secure funding for new programs.

OBJECTIVE 3: Increase and expand the number/variety of course offerings

- Strategy 1: Increase foreign language offerings.
- Strategy 2: Expand the variety of fine arts offerings.
- Strategy 3: Increase the variety of community interest/non-degree courses.
- Strategy 4: Increase community education classes.
- Strategy 5: Increase real-time/synchronous distance sections of low-enrollment classes (combining low enrollment sections on multiple campuses into one distance section).

OBJECTIVE 4: Ensure adequate training of new hires (limit knowledge loss)

- Strategy 1: Develop standard training course for new adjuncts.
- Strategy 2: Develop and implement specific department orientation and training standards.

OBJECTIVE 5: Improve services available to students

- Strategy 1: Increase awareness of available counseling services.
- Strategy 2: Ensure students have access to adequate career services at each college.
- Strategy 3: Increase the use of online student services.
- Strategy 4: Explore ways to ensure students have a complete understanding of resources available to them (i.e. orientation, first year experience courses, etc.).

OBJECTIVE 5: Evaluate and improve retention efforts at each college

- Strategy 1: Develop an attendance monitoring system for early warning.
- Strategy 2: Redesign Pathways to Success to better address retention efforts.
- Strategy 3: Standardize orientations across the district.

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INCREASE STUDENT HEADCOUNT AND REIMBURSABLE HOURS

Link to Mission: Improve the Lives of our Students; Strengthen our Communities

OBJECTIVE 1: Increase degree-seeking student headcount

Strategy 1: Investigate and establish a district-wide enrollment management office.

Strategy 2: Create and implement college-specific enrollment plans.

OBJECTIVE 2: Enhance student recruitment efforts

Strategy 1: Increase the number of faculty participating in recruitment efforts.

Strategy 2: Enhance prospective student experience when on campus.

Strategy 3: Increase marketing and recruitment efforts via social media.

Strategy 4: Create an IECC-specific app.

Strategy 5: Provide/continue to provide funding for a recruiter on each college campus.

OBJECTIVE 3: Ensure adequate funding for all campuses to sustain/grow enrollments

Strategy 1: Create and fund a system that rewards and sustains programmatic growth.

Strategy 2: Create a funding mechanism for new/innovative CTE programming development.

OBJECTIVE 4: Investigate and establish new opportunities to train students and incumbent workers

Strategy 1: Investigate the opportunity to create new online CTE programs.

Strategy 2: Investigate the opportunity to create online sections of face-to-face classes (ex. speech).

Strategy 3: Pursue customized training opportunities with local entities.

4 IMPROVE STUDENT LIFE EXPERIENCE

Link to Mission: Improve the Lives of our Students; Strengthen our Communities

OBJECTIVE 1: Increase quantity and quality of student life activities

- Strategy 1: Develop structures and support systems for student organizations that enhance leadership, scholarship, and civic engagement opportunities.
- Strategy 2: Develop and support formal and informal co-curricular experiences that will strengthen students' understanding of their chosen areas and enhance their ability to be leaders upon graduation.
- Strategy 3: Revisit a graduation exit and longitudinal study of alumni to help sharpen our understanding of the impact and value of co-curricular experiences.

OBJECTIVE 2: Establish on-campus areas for students to congregate

- Strategy 1: In collaboration with student leadership, work to ensure our dining areas, lounges, and open spaces have the amenities students desire to allow for learning, spontaneous interaction, or formal functions.
- Strategy 2: Develop opportunities for students to have access to recreational and physical fitness facilities that promote social and physical health.

OBJECTIVE 3: Create a plan (and align adequate funding) that ensures buildings are adequately maintained and grounds are visually appealing

- Strategy 1: With involvement of all stakeholders establish priorities for the development and maintenance of our building facilities.
- Strategy 2: Solicit feedback from the student body about their experiences in our facilities (i.e. O&M survey).
- Strategy 3: Create college-specific plans and a funding system to ensure buildings are adequately maintained and grounds are visually appealing.

5 DECREASE FINANCIAL DEPENDENCE ON STATE REIMBURSEMENT GRANTS

Link to Mission: Deliver Exceptional Services; Improve the Lives of our Students

OBJECTIVE 1: Expand existing revenue streams

- Strategy 1: Increase the revenue generated from district property taxes.
- Strategy 2: Investigate and implement additional utilization of bonding capacity.
- Strategy 3: Expand data utilization by creating business analytics to enhance student retention and persistence.

OBJECTIVE 2: Create new revenue streams

- Strategy 1: Establish an active alumni network at each college.
- Strategy 2: Establish an institutional development plan at each college.
- Strategy 3: Increase the number of grants written for each year.

OBJECTIVE 3: Decrease operational/maintenance expenses

- Strategy 1: Create a process to rank programs via established metrics to evaluate viability.
- Strategy 2: Establish a mechanism by which O&M team leaders regularly communicate to disseminate vendor information and best practices.