



ELGIN COMMUNITY COLLEGE
**STRATEGIC
PLAN**
2023 through 2027

Approved on June 14, 2022



Elgin
Community
College

Bright Choice. Bright Future.

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OVERVIEW

The Elgin Community College Strategic Plan for 2023 through 2027 is the culmination of a nearly year-long period of self-study that began in fall 2021 and continued through spring 2022. During this time, a Strategic Planning Team of faculty, administrators, staff, students, and trustees engaged in critical reflection on our past and current data; accomplishments and successes; present actions and decisions; and future opportunities and aspirations to envision ECC five years into the future.

The Strategic Planning Team relied on techniques borrowed from appreciative inquiry and continuous quality improvement to recast our **Vision**, our North Star, as advancing access, innovation, and success. Then, the team reaffirmed our MVPs: Mission, (Shared) Values, and Philosophies. We expanded our **Mission** to improve people's lives through learning to include our promise for students, employees, and communities. We refined our **Shared Values** to support our belief in supporting the whole person. We set our **Philosophies** to reaffirm our approaches on learning, equity, diversity, inclusion, and justice in guiding our work. With these directions defined and outlined, the team then identified four **Key Imperatives** to frame annual goals for the next five years:

- Teaching and Learning Excellence
- Lifelong Connections
- ECC Experience
- Fortify Our Future

We are confident this plan provides a solid foundation for ECC to deliver its Mission and pursue its new Vision. We welcome your feedback at any time and thank everyone who participated in creating this vital document.

David Sam, PhD, JD, LLM
President



Jennifer Rakow, BA
Chair, Community College
District 509 Board of Trustees



VISION



WHERE WE ARE HEADING

To be the first choice for everyone to learn, grow, and dream in a culture that ensures access, advances innovation, and fosters success.

MISSION

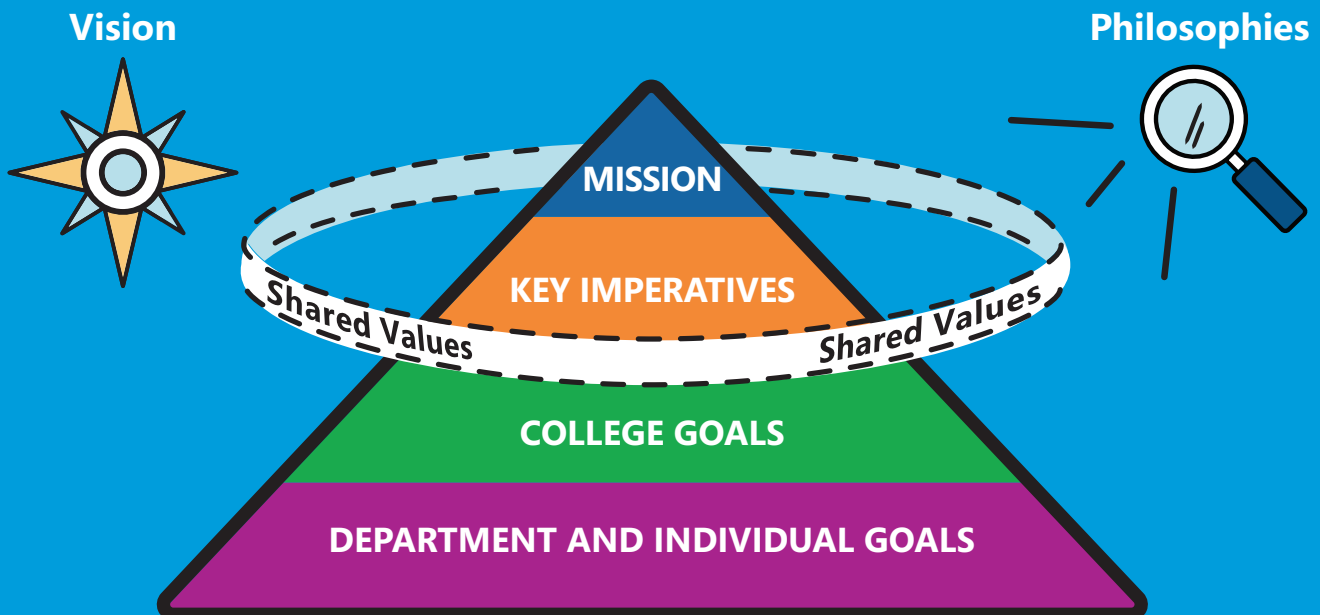


WHY WE EXIST

To improve people's lives through learning.
Through our decisions and actions we empower:

- STUDENTS to reach their goals in an equitable and welcoming environment;
- EMPLOYEES to thrive and fully use their collective talents; and
- Our COMMUNITY to transform and enrich the world.

STRATEGIC PLAN COMPONENTS



SHARED VALUES



WHAT WE BELIEVE

These values are shared among employees and reflect what we expect from one another to shape our work experience.

EXCELLENCE

We strive to offer the highest level of excellence in our programs and services to 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 innovation and inquiry flourish.

ETHICAL PRACTICES

We are responsible to carry out our work with honesty and integrity. Our Vision, not personal interests, guides our decisions and actions so that they will be enacted out of service to our students and community members.

ACCOUNTABILITY

As a public institution, we commit to making the best use of resources. We are transparent in measurement and reporting, seek feedback from others, accept responsibility for our decisions and actions, and continuously improve our practices.

COLLABORATION

We are committed to serving students, employees, and community members. The decisions and actions we undertake in carrying out our Vision derive from working cooperatively with all stakeholders.

HOLISTIC APPROACH

As stewards of people's learning, we understand their perspectives and we use our insight and compassion to support them through challenging times. We believe in educating and supporting the whole person through a comprehensive approach that addresses the emotional, social, ethical, and academic needs of students, employees, and community members.

PHILOSOPHIES



HOW WE APPROACH OUR WORK

These philosophies serve as our ethical compass and the lens through which we look when making decisions.

LEARNING

Learning is a lifelong process that empowers individuals.

Learning is the primary driver behind our Mission and Vision. Learning empowers individuals to improve their own lives as well as the economic, social, and cultural conditions of local and global communities. In partnership with faculty, we envision learning to be a lifelong process of intellectual and personal growth that allows individuals to expand their depth of knowledge, skills, and experiences.

EQUITY

Equity is ensuring everyone receives what they need to be successful.

At its core, ECC's Mission to improve people's lives through learning is a recognition that, as a community college, we are successful only when we provide access to quality education and appropriate, equitable support in an inclusive environment to all members of our community. We believe in the intentional and meaningful inclusion of diverse experiences, backgrounds, and social identities in all aspects of the college. We further believe this is a moral imperative which deepens and enriches the educational and workplace experience for everyone.

DIVERSITY

Diversity is all expressions of humanity.

ECC recognizes that diversity is an invaluable resource for teaching, learning, and fostering personal growth. The pursuit of excellence requires a diverse and representative community. The college strives to cultivate a safe environment that represents our extensive network and reflects all expressions of humanity. It is imperative that all communities are full participants in the construction of knowledge and diversity of thought.

INCLUSION

Inclusion is valuing what makes us unique.

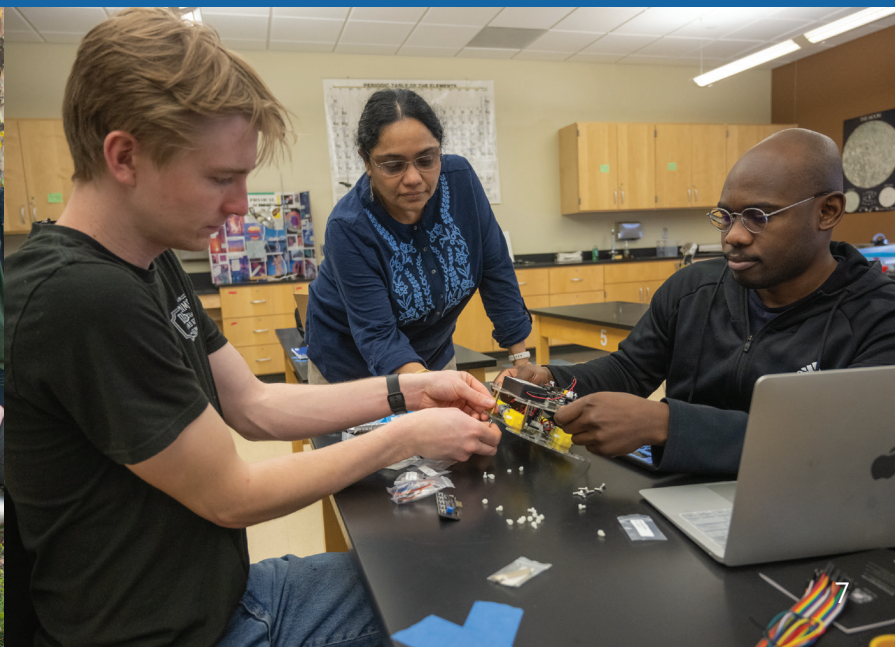
ECC recognizes and values its communities' social, cultural, and geographical differences. The college is committed to ensuring these differences are represented and acknowledged throughout the campus at every level. Inclusion is not only a moral imperative but also serves to enrich and strengthen the experiences of students and employees in our institution. We commit to making our philosophy of inclusivity prominent in all institutional decisions.

JUSTICE

Justice is ensuring our structures and systems honor individual rights.

To build on equity, respect diversity, and value inclusion, ECC acknowledges and appreciates that everyone has inalienable and inborn rights to live, learn, and grow. We must be vigilant and proactive about issues that would detract from or interfere with the rights of every person. We are aware of the harmful effects of racial inequalities, systemic poverty, and other societal barriers on members of our community. As such, the college commits to:

- Ongoing intentional examination of college resources, policies, and procedures;
- Challenging and dismantling structures, systems, and attitudes that perpetuate inequities;
- Restructuring and rebuilding in just ways that welcome multiple identities and lived experiences; and
- Advocating for full and equal participation for all, particularly those who are minoritized and historically underrepresented.



KEY IMPERATIVES

TEACHING AND LEARNING EXCELLENCE

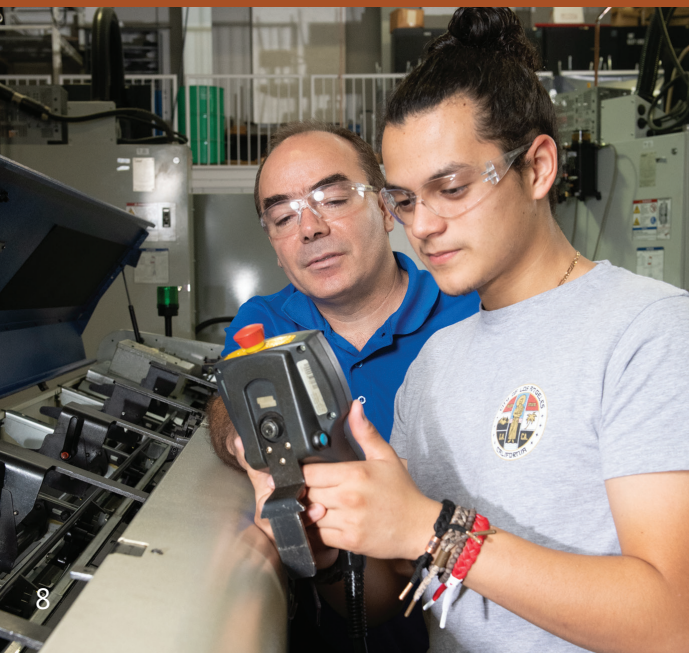


DELIVER INSTRUCTIONAL PRACTICES AND CURRICULUM TO ENSURE STUDENT-CENTERED LEARNING

Learning is fundamental to everything the college does and to everyone the college serves. Under Teaching and Learning Excellence, we develop goals to ensure that everyone has a role to play in advancing student-centered work. Goals under this imperative ensure that students not only learn but excel; faculty not only teach but innovate; and administrators and staff not only support but enact vital decisions and actions.

Performance Indicators

- Curriculum and Assessment Quality
- Delivery of Student Services
- Gateway Course Success
- Instructional Quality
- Mastery of Student Learning Outcomes
- Completion



PRIORITIES FOR CARRYING OUT OUR MISSION

LIFELONG CONNECTIONS



CREATE A LIFELONG MEANINGFUL AND MUTUAL RELATIONSHIP WITH THE COLLEGE

Lifelong Connections encompasses the various ways that ECC interacts with students: from initial contact with the college; through orientation and admission; enrollment in programs and courses; and onto graduation and beyond. Regardless of where students are in life, whether they enroll for an entire program or only take a course or two, we want to build relationships that meet their current learning needs. At the same time, we want to be a trusted lifelong resource for their future needs as students or as community partners.

Performance Indicators

- College Readiness
- Enrollment
- Credit Accumulation and Momentum
- Persistence and Retention
- Transfer and Baccalaureate Attainment
- Career Advancement



KEY IMPERATIVES

ECC EXPERIENCE



CULTIVATE A WELCOMING DESTINATION FOR STUDENTS, EMPLOYEES, AND OUR COMMUNITY

We want ECC to be an engaging and welcoming culture. This imperative captures this quality and gives life to our institutional identity. The ECC Experience means for:

- Students – a college that remains open and accessible to all, supports their academic success, and advances personal and professional growth.
- Employees – a college that rewards excellent service; cares about their professional development; and values their talents through hiring, retention, and succession planning.
- Community – a college that designs programs and services that are responsive to their needs and delivered with a spirit of service.

Performance Indicators

- Accessibility and Wellness
- Alumni Relations
- Community Engagement, Partnerships, and Satisfaction
- Employee Engagement and Satisfaction
- Institutional Culture
- Student Engagement and Satisfaction



PRIORITIES FOR CARRYING OUT OUR MISSION

FORTIFY OUR FUTURE



POSITION THE COLLEGE TO REMAIN AFFORDABLE WHILE ENSURING LONG-TERM FINANCIAL STABILITY AND OPERATIONAL EFFICIENCY

Fortify Our Future is a three-pronged imperative. First, from a student perspective, this imperative ensures that we keep ECC affordable and that we support students' goals while setting them on a path toward financial success. Second, from an institutional perspective, Fortify Our Future ensures the financial health of the college and a future in which we manage budgets well, reduce costs, decrease overhead, and increase revenues. Third, from an efficiency standpoint, this imperative ensures our efforts pay off; funds and outcomes meet intended targets; and we consider internal and external opportunities to streamline and synergize for optimum efficiency.

Performance Indicators

- Financial Health
- Fundraising
- Innovation
- Operational Efficiency
- Planning
- Student Affordability





Visit elgin.edu for more information about the strategic plan and our current performance.



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