

STRATEGIC MASTER PLAN

2015 - 2016 STRATEGY MAP







EDISON COMMUNITY COLLEGE

Mission Statement

Edison Community College provides the learning opportunities, support services, and commitment that enable students to complete their educational goals and realize their dreams.

Vision Statement

Edison Community College will be the region's premier resource for higher education by employing our core values, commitment to student success, strategic initiatives, and community collaboration.

Core Theme I Valuing People Planning Continuous Improvement		Core Theme II Helping Students Learn		Core Theme III Understanding Student and Stakeholder Needs	
We believe that organizational excellence derives from engaged employees who are motivated by an environment of mutual respect and are committed to student success.		We believe that students are provided the best opportunity for success through a strong and committed teaching and learning environment that connects necessary resources, support and tools in the classroom and throughout the college.		We understand that we must assertively declare our mission and commitment to serve the three county region and to grow our presence and stakeholders understanding of the College's resources.	
College End Goal 	College End Goal 	College End Goal 	College End Goal 	College End Goal 	College End Goal 
Organizational Efficiency and Effectiveness	Innovation and Continuous Quality Improvement	Student Success and Completion	Access and Affordability	Work Force Development	Growth and Partnerships
Human, financial, physical, and technological resources are provided to ensure a high quality learning environment and an efficient organization.	The College improves programs and services continuously through a systematic, ongoing process of strategic planning, assessment and review, guided by a "culture of evidence."	All learners achieve their transfer, career, and lifelong learning aspirations by acquiring knowledge and skills needed to prosper in the 21st century economy as determined by assessment of their learning.	The College will support and encourage the minimizing of barriers to provide more access and affordable opportunities.	Employers' workforce skills demands and training needs are met to support area economic development.	Stakeholders recognize the College as a dynamic, premier collaborative institution, building and sustaining partnerships through collaboration with K-12 districts, business and industry, and community agencies through creative solutions that impact learning and economic development.
Sub-Ends	Sub-Ends	Sub-Ends	Sub-Ends	Sub-Ends	Sub-Ends
4a. Human resource ensures competitive salaries and benefits within available resources through the cultivation of accountability and empowerment of its employees. The College will support and value the individual, foster diversity, and provide professional development opportunities.	6a. The College engages in initiatives that enhance the quality of their operations and services.	1a. Learners achieve points of success along a retention continuum successfully completing 12, 24, 36 and 60 semester college-level credit hours, graduation and licensing (if applicable.)	5a. Students at-risk will be encouraged, monitored, and engaged to ensure similar outcomes toward completion as their counterparts.	2a. Learners increasingly participate in internship and clinical experience opportunities with area business and industry.	3a. College growth will increase and strengthen the institution and provide resources to advance Ohio.
4b. Fiscally accountability is ensured to College constituents through strong policies and processes in budget development and management, and leads the College's risk management/asset protection program.	6b. Continuous improvement teams will create, modify and implement strategies that enhance their programs and services.	1b. Learners transfer to a four-year university after completing minimum milestone achievement of 12 semester credit hours.	5b. Developmental students are provided specific programming to increase their likelihood of progressing and completing their college goals.	2b. The College develops customized and standard approaches to serve area businesses.	3b. The College maximizes its connection with the community through fundraising and the development of alternative revenue sources.
4c. The campus environment is safe and secure, with modern facilities that are appealing to students and employees.	6c. The College assesses their economic impact to the service district.	1c. Learners achieve their short-term learning workplace technical credentials.	5c. Academic advising and behavioral intervention will ensure student continuation in their program of study.	2c. Students are placed in jobs for which they are trained within one year of graduation.	3c. The College advances their financial capacity to meet student needs.
4d. Students and employees leverage the College's robust, cutting-edge technology and training for classroom and work environment purposes.		1d. Learners are assessed in their learning and for their achievement of general education or program outcomes as required by the Higher Learning Commission.	5d. Financial access is ensured to address affordability issues reflected in tuition and fees levels.		3d. The College Foundation grows its internal and external college presence through the development of external resources and service to College communities.
			5e. Online learning provides a sound alternative to students in their learning journey.		

STRATEGIC MASTER PLAN		KPIs Measuring the College End Goals		EDISON COMMUNITY COLLEGE	
<p>Core Theme I Valuing People Planning Continuous Improvement</p> <p>We believe that organizational excellence derives from engaged employees who are motivated by an environment of mutual respect and are committed to student success.</p>		<p>Core Theme II Helping Students Learn</p> <p>We believe that students are provided the best opportunity for success through a strong and committed teaching and learning environment that connects necessary resources, support and tools in the classroom and throughout the college.</p>		<p>Core Theme III Understanding Student and Stakeholder Needs</p> <p>We understand that we must assertively declare our mission and commitment to serve the three county region and to grow our presence and stakeholders understanding of the College's resources.</p>	
<p>College End Goal</p> <p>Organizational Efficiency and Effectiveness</p>	<p>College End Goal</p> <p>Innovation and Continuous Quality Improvement</p>	<p>College End Goal</p> <p>Student Success and Completion</p>	<p>College End Goal</p> <p>Access and Affordability</p>	<p>College End Goal</p> <p>Work Force Development</p>	<p>College End Goal</p> <p>Growth and Partnerships</p>
<p>Human, financial, physical, and technological resources are provided to ensure a high quality learning environment and an efficient organization.</p>	<p>The College improves programs and services continuously through a systematic, ongoing process of strategic planning, assessment and review, guided by a "culture of evidence."</p>	<p>All learners achieve their transfer, career, and lifelong learning aspirations by acquiring knowledge and skills needed to prosper in the 21st century economy as determined by assessment of their learning.</p>	<p>The College will support and encourage the minimizing of barriers to provide more access and affordable opportunities.</p>	<p>Employers' workforce skills demands and training needs are met to support area economic development.</p>	<p>Stakeholders recognize the College as a dynamic, premier collaborative institution, building and sustaining partnerships through collaboration with K-12 districts, business and industry, and community agencies through creative solutions that impact learning and economic development.</p>
<p>Human Resources</p> <p>Number of and percentage of change in employee profile</p> <p>Performance in diversity and inclusion</p> <p>Progress made on achieving competitive salaries</p> <p>Cost of and percentage of change in benefits</p> <p>Number of employees satisfied with work environment as determined through a survey of Employee Engagement</p>	<p>Accreditation</p> <p>Status of HLC Accreditation</p> <p>Review of AQIP Pathway Eight-Year Cycle</p> <p>Status of current AQIP Action Projects</p> <p>Results experienced from AQIP Action Projects</p> <p>Maturity statements for Systems Portfolio Categories 1-6</p>	<p>Success, Completion, and Persistence</p> <p>State Share of Instruction (SSI) performance benchmark comparisons</p> <p>Number of short-term technical certificates awarded</p> <p>Percent of fall-to-fall retention/attrition for FTFT and FTPT</p> <p>Assessment of Student Learning</p> <p>Achievement of General Education Outcomes</p> <p>Achievement of Career Program Outcomes</p>	<p>Access</p> <p>Comparison of retention rates between at-risk and non-at-risk student cohorts</p> <p>Comparison of graduation rates between at-risk and non-at-risk student cohorts</p> <p>Comparison of grade point averages between at-risk and non-at-risk student cohorts</p> <p>Comparison of good academic standing between at-risk and non-at-risk student cohorts</p> <p>Number of students and percentage of change in developmental student profile demographics</p> <p>Success rates for developmental education courses</p> <p>Progress made on developmental programming targeting Completion Agenda</p> <p>Number of students and percentage of change in the online learning student profile</p> <p>Number of academic advising initiatives</p> <p>Report of behavioral intervention</p>	<p>Academic Workforce Development</p> <p>Number of programs supporting internships and clinical experiences</p> <p>Number of students participating in internships and clinical experiences</p> <p>Number of internship and clinical host sites</p> <p>Employer satisfaction with intern/clinical performance</p> <p>Business and Industry Workforce Development</p> <p>Number of contracts to deliver customized training</p> <p>Types of customized training available</p> <p>Net profit generated through customized training</p> <p>Number of employees training through customized training</p> <p>Number of customized training courses converted to credit</p> <p>Number of degrees awarded through conversion of customized training</p> <p>Job Placement</p> <p>Number of graduates placed in jobs related to their degree/certificate determined through</p> <p>Employer satisfaction with graduates</p>	<p>Growth</p> <p>Number of students and percentage of change in student profile demographics</p> <p>Number and percentage of change in enrollment profile including</p> <p>Performance of benchmarking with comparative institutions</p> <p>Projection of enrollment, five and ten years out</p> <p>Partnerships</p> <p>Number of and percentage of growth in partnerships</p> <p>Performance of the Foundation</p> <p>Results of fund-raising</p> <p>Identification of alternative resources</p>
<p>Financial</p> <p>Unqualified ("clean") Audit Report with the Reported Findings</p> <p>Senate Bill 6 Ratio</p> <p>Financial Information as reported to HLC</p> <p>Cash/Unrestricted Investments</p> <p>Net Position</p> <p>Total expenditures and cost/student</p> <p>Three-year default rate and comparisons</p>	<p>Continuous Quality Improvement</p> <p>Number of active CQI Process Teams</p> <p>Results experienced by CQI Process Teams</p> <p>Strategic Planning</p> <p>Number of annual strategic initiatives</p> <p>Alignment of annual strategic initiatives to Key Results</p> <p>Percentage toward completion of strategic initiatives</p> <p>Economic Impact</p> <p>Impact of college operations</p> <p>Impact of student spending</p> <p>Impact of student productivity</p> <p>Return on investment student, society, and taxpayer</p>	<p>Affordability</p> <p>Amount and change in tuition rates, and program and general fees</p> <p>Comparison of average cost per 15 credit hours to cohort institutions</p> <p>Number of students and percentage of change in the financial aid student profile</p>			
<p>Physical Plant</p> <p>Student Satisfaction with having a safe and secure environment</p> <p>Employee Satisfaction with having a safe and secure environment</p> <p>Savings realized on efforts toward energy efficiency compliance</p> <p>Completed repair and replacement projects</p> <p>Number of completed projects under the bi-annual Capital Bill</p>					
<p>Information Technology</p> <p>Percent of employees satisfied with IT Training Services.</p> <p>Adherence to a 5 year repair and replacement cycle.</p> <p>Cost savings derived from "virtualization" environment.</p> <p>Measurement of system downtime</p> <p>Percentile rating of adequate and assessable computer labs (Noel Levitz SSI)</p> <p>Number of IT Help Desk work orders completed</p> <p>Average work order completion time</p> <p>Percentage of IT servers virtualized</p>					
<p>Library and Learning Center</p> <p>Percentile rating of adequate library resources and services (Noel Levitz SSI)</p> <p>Satisfaction with library services</p> <p>Percentile rating of "Library staff are helpful and approachable" (Noel Levitz SSI)</p> <p>Usage statistics for the Library</p> <p>Usage statistics for Learning Center</p>					

