

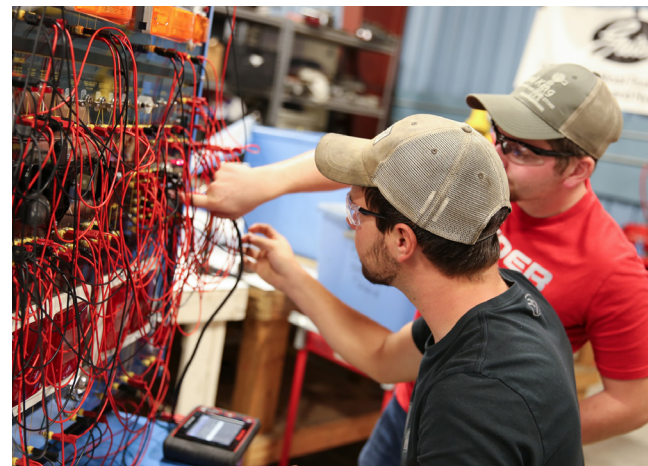
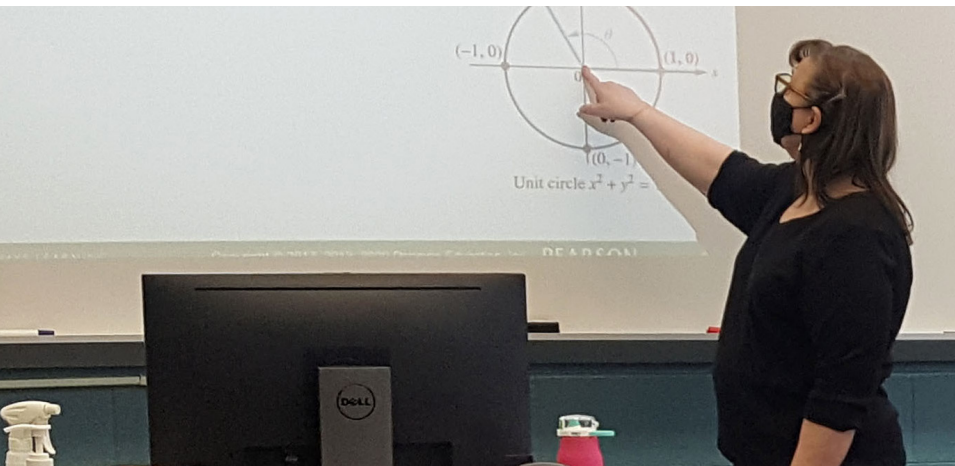
FORWARD >>> **>>> TOGETHER**

ILLINOIS EASTERN COMMUNITY COLLEGES
STRATEGIC ENGAGEMENT PLAN
2026





For IECC to become the institution we want to be in the future, we must have the courage to be different from what we have been in our past.



INTRODUCTION

Illinois Eastern Community Colleges Strategic Engagement Plan, Forward Together, will serve as the blueprint from which we will build structures, systems, and processes to better meet the needs of our students and our communities. This plan, organized around four strategic pillars, was a collaborative effort led by Ruffalo Noel Levitz with extensive input from internal and external IECC constituents. The members of the Strategic Engagement Planning Council, led by Chancellor Gower, will monitor the implementation and effectiveness of the plan. Annual progress reports will be published for the campus community and will be formally presented to the IECC Board of Trustees at the start of the new fiscal year.

This plan is the culmination of more than a year of conversations, deliberations, and decision making. While we believe the plan establishes a firm foundation for guiding our actions and allocating our resources, the pandemic has clearly demonstrated the importance of being nimble and flexible to respond to unforeseen or emerging circumstances. Even in such occurrences, IECC will strive to use cross-functional teams in our decision making process, and is committed to formulating plans and actions that are transparent and data informed. Chronologically, our strategic engagement planning process looked like this:



SPRING & FALL 2021

Lay the Groundwork

- Establish working groups
- Conduct an environmental scan
- Conduct a SWOT analysis
- Conduct a situational analysis
- Review academic program data
- Identify areas for strategic growth

SPRING 2022

Identify Themes and Strategies

- Review data
- Discuss and determine organizational structure
- Group strategies thematically within IECC's strategic pillars

SUMMER 2022

Draft the Plan

- Review mission
- Establish vision
- Revisit core values
- Prioritize the work

ACADEMIC YEAR 2023

Finalize the Plan

- Gain SEP acceptance
- Seek Board of Trustee approval
- District roll out
- Develop implementation plans and timelines

ACADEMIC YEARS 2023-26

Forward Together

- Implement and continually evaluate progress



STEWARDSHIP

RESPONSIBILITY

INTEGRITY

RESPECT

ACCESSIBILITY



OUR MISSION

To deliver exceptional education and services to improve the lives of our students and to strengthen our local communities.

OUR VISION

Illinois Eastern Community Colleges is an institution that engages, challenges and supports faculty and students as they pursue excellence in teaching and learning. We place the needs of our students at the center of our decision making, and will continue to be an organization committed to excellence, innovation and continuous improvement.

OUR VALUES

These values, which are the foundation of Illinois Eastern Community Colleges, have defined the District since its inception, and are affirmed by the faculty, students, staff, and administration. At IECC, we believe in and seek to embody these values:

Stewardship: Accepting our responsibility to be good stewards of the public trust, we will sensibly use our financial, human, and physical resources to achieve our mission.

Responsibility: Encouraging personal growth and learning through leadership, citizenship, and accountability.

Integrity: Providing an environment where people are encouraged and empowered to do the right thing in their work and interactions with others.

Respect: Recognizing and appreciating our similarities and our differences, we demonstrate mutual regard for others through our words and actions.

Accessibility: Providing access to a high-quality college education for everyone who seeks one while providing the support needed to facilitate attainment of academic and professional goals.

OUR STRATEGIC PILLARS

IECC has established four strategic pillars to guide us in our efforts to fulfill our mission and achieve our vision. Every initiative in our Strategic Engagement Plan was drawn from the input provided by our four working groups, and will be linked to one of these four focal areas:

TRANSFORM LIVES THROUGH EXCEPTIONAL EDUCATION AND SERVICES

Putting students first has always been the hallmark of IECC and our four Colleges. Recognizing that exceptional education is more than job training or exposing students to knowledge, IECC will pursue innovative ways to engage student learners and deliver experiences that equip them with the knowledge, skills, and characteristics they need to positively impact our communities.

FOSTER EXCELLENCE IN FACULTY AND STAFF

IECC will recruit and actively work to retain faculty and staff who are experts in their fields and who are enthusiastic and capable of meeting the rapidly changing needs of our students, the environment, and the institution. We will invest in our people because they are our most valuable asset.

CULTIVATE AND STEWARD RESOURCES FOR STRATEGIC GROWTH

Institutions of higher education are entering into an era of unprecedented uncertainty. IECC will continue to streamline our operations and will place a renewed emphasis on building relationships with prospective students, alumni, industry, and donors to improve or create new revenue streams that can be invested into the strategic initiatives of our Colleges.

POSITIVELY IMPACT OUR LOCAL COMMUNITIES

IECC will play a tangible role in improving the quality of life for residents of our local communities. We will continue to promote the value of education at primary, secondary, and tertiary levels, and will strengthen relationships with regional partners to contribute to economic development while using our resources to meet the physical, social, and cultural needs of our residents.

STEWARDSHIP

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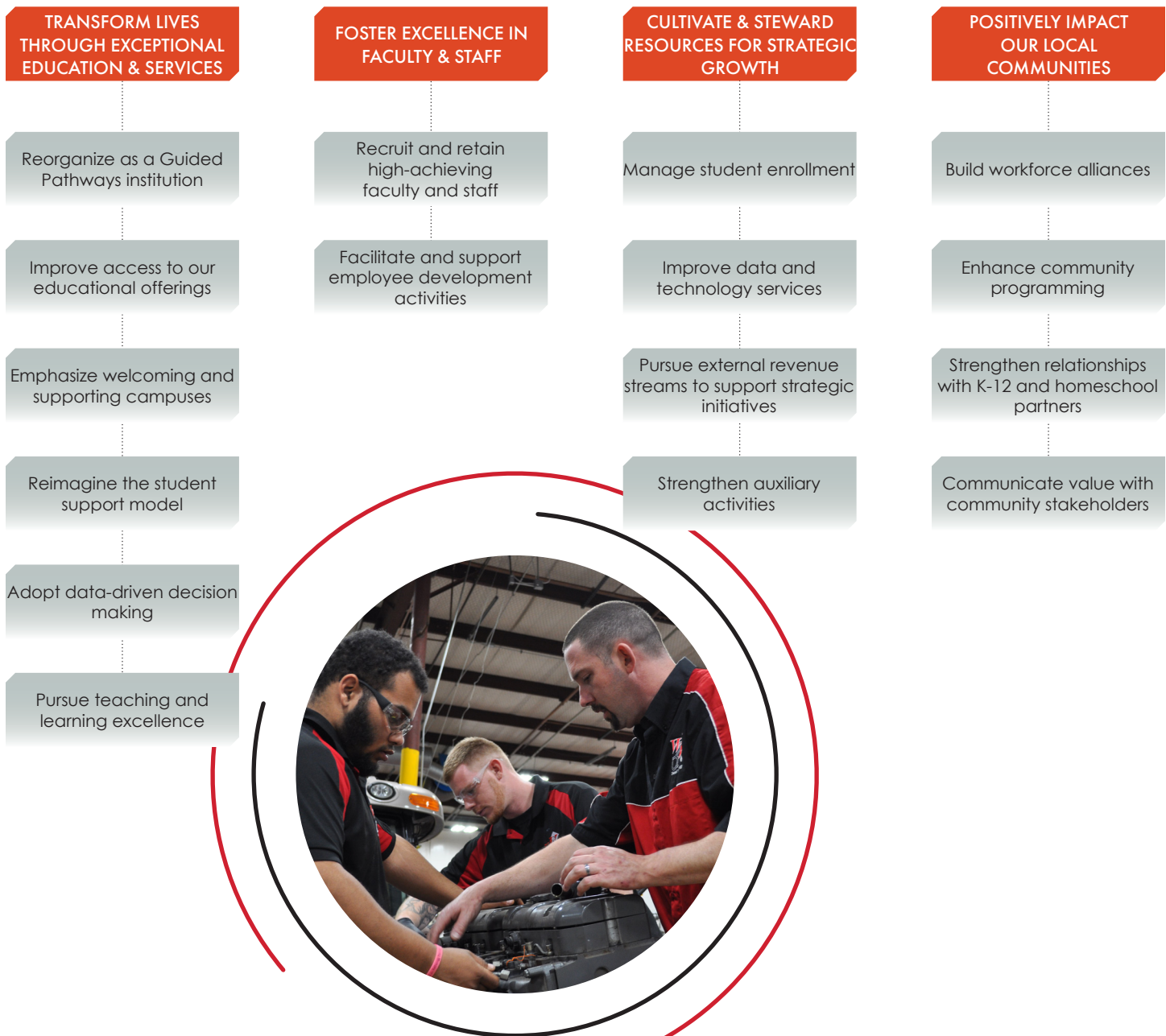


STRATEGIC ENGAGEMENT PLAN MAP

Strategic plans, complete with goals, action plans, and key performance indicators are often dense and difficult to read or follow. This map provides a high-level overview of our mission, areas of strategic focus, and the broad strategies we will engage to move the institution forward.

IECC STRATEGIC ENGAGEMENT PLAN MAP AY23-26

OUR MISSION: To deliver exceptional education and services to improve the lives of our students and strengthen our local communities



STRATEGIC PRIORITIES



1 TRANSFORM LIVES THROUGH EXCEPTIONAL EDUCATION & SERVICES

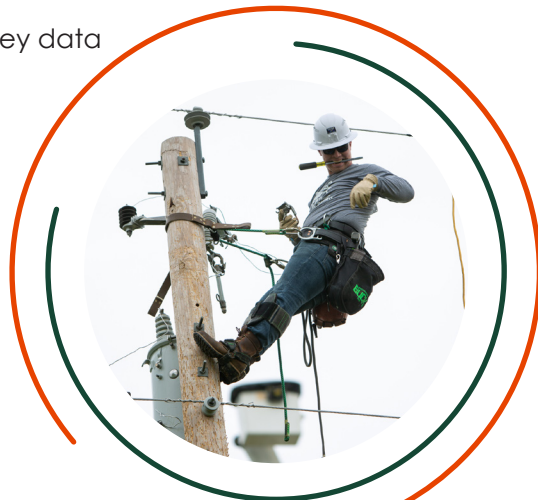
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STRATEGIES

- 1.1 Reorganize as a Guided Pathways institution
- 1.2 Improve access to educational offerings
- 1.3 Emphasize welcoming and supporting campuses
- 1.4 Reimagine the student support model
- 1.5 Adopt data-driven decision making
- 1.6 Pursue teaching and learning excellence

KEY INDICATORS OF PROGRESS

- Student persistence, retention, completion/graduation/transfer rates
- FTE enrollment (program, meta-major, location)
- Student satisfaction data (Course evaluations, CCSSE and Graduation)
- Dual credit to degree-seeking conversion rate
- Section fill rates
- Online enrollment (course, program, meta-major, headcount and FTE)
- Course success rates
- Faculty/Student Ratio
- Academic Progress (good standing, probation, drop)
- Job placement/transfer data
- Graduation rate at four-year institutions
- Advisory Board evaluations
- Licensure and certification pass-rate" (where applicable)
- Employer survey data



STRATEGIC PRIORITIES

FOSTER EXCELLENCE IN FACULTY & STAFF

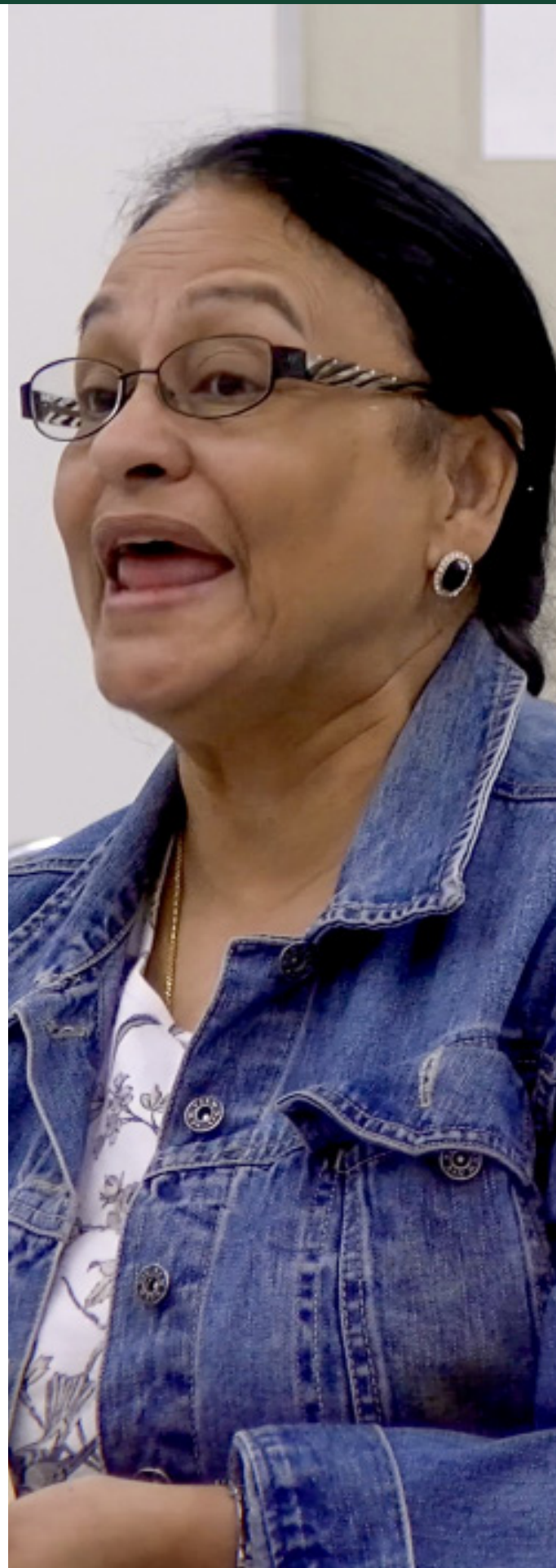
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STRATEGIES

- 2.1 Recruit and retain high-achieving faculty and staff
- 2.2 Facilitate and support employee development activities

KEY INDICATORS OF PROGRESS

- Adjunct training completion numbers
- CETL enrollment and completion numbers
- Organizational turnover rate
- Student persistence, retention, completion/graduation/transfer rates
- Student satisfaction data (course evaluations, CCSSE and Graduation)
- College rankings, awards, recognitions
- Advisory Board evaluations
- Employee satisfaction



STRATEGIC PRIORITIES



CULTIVATE & STEWARD RESOURCES FOR STRATEGIC GROWTH

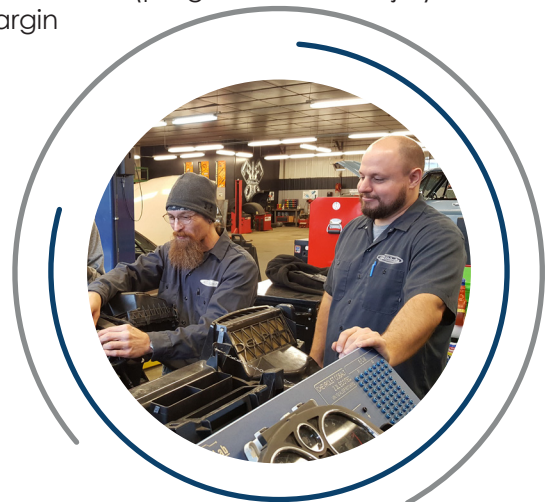
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STRATEGIES

- 3.1 Manage student enrollment
- 3.2 Improve data and technology services
- 3.3 Pursue external revenue streams to support strategic initiatives
- 3.4 Strengthen auxiliary units

KEY INDICATORS OF PROGRESS

- Gross and operating revenues
- Net tuition (student, program, meta-major, location)
- Prospective student funnel data
- Geographic origin of students (in-district, in/out-of-state, international)
- FTE enrollment (program, meta-major, location)
- Discount rate
- Dual credit to degree-seeking conversion rate
- Athletic unduplicated headcount (sport, location)
- International unduplicated headcount
- Employees satisfaction data re: workspaces/physical appearance
- Percent of budget invested in beautification/deferred maintenance
- Auxiliary revenues over expenses
- Number and dollar value of grants
- Fundraising
- Cost per credit hour (program, meta-major)
- Overall margin



STRATEGIC PRIORITIES

POSITIVELY IMPACT OUR LOCAL COMMUNITIES

IECC will play a tangible role in improving the quality of life for residents of our local communities. We will continue to promote the value of education at primary, secondary, and tertiary levels, and will strengthen ties with regional partners to contribute to economic development while using our resources to meet the physical, social, and cultural needs of our residents.

STRATEGIES

- 4.1 Build workforce alliances
- 4.2 Enhance community programming
- 4.3 Strengthen relationships with K-12 and homeschool partners
- 4.4 Communicate value with community stakeholders

KEY INDICATORS OF PROGRESS

- Business and Industry and Workforce Education Development credit hour generation
- Net profit from contractual agreements for training services
- Economic impact data
- Community attendance at athletic and performing arts events
- Unduplicated headcount in community education courses
- Employer surveys
- High School yield rates
- College readiness (high school)
- FASFA completion rates (high school)
- Internship and career placement data
- Dual Credit enrollment (reimbursable hours, unduplicated headcount)



SUMMARY

At the completion of the strategy identification phase of the planning process, it was clear that it would take several years to implement all of the strategies identified by our working groups. It was also clear that in order to implement many of these strategies, IECC would need to undergo structural changes to reduce bureaucratic obstacles that may be unintentionally negatively impacting student success and the reputation of our institution. Some of the strategies can be acted upon immediately. Others, either because they represent a significant departure from how IECC has historically operated or because they would require significant financial allocations, will require the development of implementation plans and timelines. As such, AY23 is still very much a year of laying the groundwork and creating a sense of urgency for change. Most of the items listed below are areas IECC will simply study this year. Working within cross-campus and cross-functional teams, we will develop implementation plans and timelines that will detail what is being proposed, why the action is necessary, how the transition will take place, and who will be involved.

ACADEMIC YEAR 23 PROJECTS

TRANSFORM LIVES THROUGH EXCEPTIONAL EDUCATION & SERVICES

- 1.1 Map program pathways
- 1.1 Transfer pathway curriculum development
- 1.1 Implementation plan and timeline for master scheduling
- ~~1.1 Develop faculty leadership job descriptions and training~~
- 1.1 & 3.2 Align IECC budget and financial operations to Guided Pathways
- 1.1 & 1.2 Implement DegreeWorks
- 1.2 Recommend academic technologies to support Guided Pathways
- 1.2, 3.1, & 4.3 Establish Three-to-Your-Degree Dual Credit Program
- 1.2 Synchronous Lecture Halls – plan for training, scheduling, pilot
- 1.3, 1.4 & 3.4 Uniform textbook adoption by course
- 1.3 & 2.1 Student Support Specialist cross-training
- 1.3 & 1.4 Reimagine LRC and ASC partnerships and services
- 1.4 Strengthen student transition opportunities
- 1.4 Introduce campus-based mental health resources
- 1.4 & 3.1 Reengineer student onboarding experiences
- 1.5 Annual program review process
- ~~1.6 Introduce hyflex and CBE~~
- 1.6 Establish online course development and review procedures

FOSTER EXCELLENCE IN FACULTY & STAFF

- 2.1 Develop a 3-year plan to adjust wages and benefits
- ~~2.1 Develop a 3-year hiring plan for faculty/staff (succession and strategic)~~
- 2.1 Retool administration evaluation process
- 2.1 & 1.3 Student Support Specialist cross-training
- 2.2 Develop CETL adjunct and faculty microcertificates and badges

CULTIVATE & STEWARD RESOURCES FOR STRATEGIC GROWTH

- 3.1 Build college-based MRP's to achieve District enrollment targets
- 3.1 Establish college-based recruitment committees
- 3.1 Continue CRM implementation
- 3.1 Create funnel data reports
- 3.1 & 3.4 Establish athletics enrollment targets and necessary resources
- 3.1 & 1.4 Reengineer student onboarding experiences
- 3.2 Develop dashboard and automated reports typing to SEPC KPI's
- 3.2 Align student records practices with Guided Pathways
- 3.2 & 1.1 Align IECC budget and financial operations to Guided Pathways
- 3.2 & 3.3 Adopt alumni management software
- 3.3, 4.1 & 4.4 Foster collaboration of College Foundations
- 3.4 In-depth auxiliary unit review
- 3.4, 1.3 & 1.4 Uniform textbook adoption by course

POSITIVELY IMPACT OUR LOCAL COMMUNITIES

- 4.1, 3.3 & 4.4 Foster collaboration of College foundations
- 4.1 & 4.4 Establish college-based lunch and learn for local Chamber members
- 4.3 Deliver K-12 training and support services
- 4.3, 1.2 & 3.1 Establish Three-to-Your-Degree Dual Credit Program
- 4.4 Bi-annual report to industry partners



*Projects with ~~strike-through~~ text have been placed on indefinite hold.

ILLINOIS EASTERN COMMUNITY COLLEGES



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