

EL CENTRO COLLEGE  
STRATEGIC PLAN

2005 - 2008

# STRATEGIC PLAN

## Vision Statement

*El Centro College is a vibrant urban community college, with multiple campuses, committed to a seamless educational process for all that it serves. The college will focus its resources on support of life-long learning, with an emphasis on systematic assessment and intervention as indicated for its students.*

*Recognizing the unique opportunity offered by an urban multicultural setting, El Centro College will purposefully develop transcultural values and competencies in every aspect of the college experience. While attending to the distinctive needs of each individual, the college will initiate strategies for advancing a global perspective that promotes responsible citizenship throughout the college community.*

## Mission Statement

*El Centro College is an urban learning institution preparing students to live, to work and to be of service in a diverse, global society.*

## Purpose Statement

*In keeping with the mission, the purpose of El Centro College is to provide:*

- *Freshman and sophomore courses in the liberal arts;*
- *Workforce education programs leading to associates degrees or certificates;*
- *Continuing adult education programs for occupational or cultural enrichment;*
- *Education programs designed for students who need additional preparation in order to be ready for college level course work;*
- *Comprehensive student services, including on-going counseling and guidance designed to assist students in achieving their individual educational goals;*
- *Adult literacy and other basic skills programs;*
- *A variety of instructional delivery modes, to include online and distance education; and*
- *Such other programs and services as may be prescribed by the Texas Coordinating Board, or local governing boards in the best interest of post-secondary education in Texas.*

## Values

*We are guided in achieving our mission by the following core values which direct all that we do.*

### *Learning*

- *Foster the personal, professional, and intellectual growth of learners by providing exemplary and innovative teaching and learning experiences and personalized student support services.*
- *Commit to providing learning opportunities that are accessible, affordable, and of the highest caliber.*
- *Provide viable, high-quality technical and liberal arts programs with relevance to the future and demonstrate improved learning outcomes for all of our students.*
- *Offer state-of-the-art professional growth opportunities to all employee groups.*

### *Diversity*

- *Challenge individuals to broaden their concepts of self, expand their views of the world and recognize their roles in a global society by fostering values that respect and celebrate diversity while promoting social responsibility, critical thinking, communication, and innovation.*
- *Understand and act on the principle that inclusion makes us stronger and able to perform at higher levels.*
- *Recognize and respect the unique needs and potential of each learner.*

### *Integrity*

- *Ensure equity and fair treatment in all policies, processes and procedures.*
- *Welcome constructive assessment and suggestions for improvement and follow through on our commitments.*
- *Value academic freedom and respect the rights and opinions of each individual. Encourage a lively, on-going interchange of views among students, faculty, staff, and administration.*

### *Honesty*

- *Promote mutual respect and trust through open communication and actions.*
- *Encourage everyone to speak and act truthfully and to participate in authentic conversations.*
- *Value the public trust and support received from our community to prepare our students to be productive in an interdependent and changing world.*

### *Excellence*

- *Continually expand our capacity to create high standards of performance through the acquisition of new knowledge and our commitment to constant responsiveness to the needs of our community of learners.*
- *Anticipate the changes in our society and embrace those changes in practical but innovative ways.*
- *Prepare today's workforce to meet the needs of a rapidly changing, technologically advanced, global economy through traditional and non-traditional alternatives.*
- *Take pride in what we do, how we do it and where we work.*

### *Communication*

- *Foster inclusiveness of individual and community viewpoints in a collaborative decision-making process.*
- *Promote meaningful participation in shared governance by nurturing inquiry and frequent dialogue within a collegiate culture.*
- *Support employee involvement and empowerment as the means to improve student learning, services, and processes within the college.*

### *Strategic Goals*

*The Board of Trustees District-Wide Strategic Plan provides the overall direction to the Dallas County Community Colleges District for all planning. The Board Strategic Plan includes the goals of the District, and the objectives form a basis for reporting on District-wide performance to the Board of Trustees. Each college location is responsible for adopting strategies and processes for achieving the goals. The District-wide goals are:*

- *Goal I - Student Success*
- *Goal II - Employee Success*
- *Goal III - Economic and Workforce Development*
- *Goal IV - Community Development*
- *Goal V - Business and Fiscal Affairs*
- *Goal VI - Organizational Effectiveness*

*Goal I - STUDENT SUCCESS* - *The success of our students is always the primary focus of El Centro College.*

- *Objective A: Quality Instruction: El Centro College will use continuous quality improvement strategies to ensure that we continue to offer state-of-the-art programs and general education curricula and pedagogy.*

### Performance Measures

- *Completion of annual Operational Plans and End of Year Reviews for each division and major reporting unit of the College with specific learning outcomes when appropriate.*
  - *Completion of periodic self analysis and improvement action plans via Institutional Effectiveness Review by each program, discipline, continuing/workforce education program, and service area of the College.*
  - *Noel Levitz and other student survey data.*
- *Objective B: Access and Retention: Our student body will reflect the diversity of the college service area and students will progress academically.*

### Performance Measures

- *Trends in enrollment*
  - *Extent that demographics of the student body (credit and CE) reflect the service area population*
  - *Trends in student retention*
  - *Trends in semester-to-semester persistence.*
  - *Trends in successful course and program completion rates*
  - *Trends in number of students receiving financial aid*
  - *Trends in total amount of financial aid received and disbursed*
- *Objective C: College-Level Skills Attainment: Our students will master the skills (e.g., mathematics, reading, writing, and college readiness) needed to participate successfully in college-level curricula.*

### Performance Measures

- *Trends in student performance in developmental math, reading, and writing*
  - *Trends in the progress of developmental course completers into related college-level core courses*
  - *Trends in performance of developmental course completers in related core courses*
  - *Trends in the progress of students enrolled in human development courses*
- *Objective D: Graduation and Transfer: Our students will obtain the skills needed to meet area workforce needs and/or be academically prepared to pursue a baccalaureate degree.*

### Performance Measures

- *Trends in numbers of core curriculum completers*
  - *Trends in numbers/types of degrees and certificates awarded*
  - *Trends in student performance on licensure examinations*
  - *Trends in university transfer and subsequent academic performance*
  - *Trends in employment of students after completing professional/technical programs, skills awards, certificates, and degrees*
- *Objective E: Adult Literacy: Our students will acquire basic literacy skills needed to live and function in our communities.*

### Performance Measures

- *Trends in retention of students in ESL curricula (credit and CE)*
  - *Trends in performance of students in ESL curricula (credit and CE)*
  - *Trends in the number of GED test preparation course completers*
- *Objective F: Student Engagement: Our faculty, staff, and administration will be very intentional about engaging our students during the limited amount of time that students are on our campuses.*

### Performance Measures

- *Trends in the ways students interact with faculty and other students.*
- *Trends in the degree of academic challenge students experience.*
- *Trends in the kinds of support (services) students receive.*
- *Trends in encouraging contact among students from different economic, social, and racial or ethnic backgrounds.*
- *Trends in how actively involved students are in their education.*
- *Trends in the degree of collaboration our students experience with others to solve problems or master challenging content.*
- *Trends in how students spend their time.*
- *Trends in ways students' own behaviors contribute to their learning.*
- *Trends in student, faculty, and staff participation in student activities and other co-curricular activities.*

Goal II – EMPLOYEE SUCCESS – *We are committed to hiring, retaining, and developing successful employees as a key to the positive impact we have on our students and communities.*

- *Objective A: Recruitment, Hiring, and Retention: Recruit, hire, and retain quality employees that reflect the diversity of students and the service area of the college.*

### Performance Measures

- Trends in retention of employees
  - Trends reflected in results from annual Employee Satisfaction Surveys
  - Trends in workforce diversity reflected in faculty, PSS, and administrator appointments
  - Diversity trends compared with the composition of the adult population in Dallas County
- *Objective B: Development: Develop, offer, and evaluate professional and organizational development programs that enhance the effectiveness of individuals and the college to continuously improve services internally and externally. Provide opportunities for faculty engagement in their discipline through research, readings, and skills acquisition.*
- Trends in participation rate of employees in training and development programs
  - Trends in results of evaluations for employee training and development programs
  - Trends in participation of faculty (full-time and adjunct) in college-level professional development programs
  - Trends in annual average hours per employee invested in employee training and development programs and activities
  - Trends in annual average dollars per employee invested in employee training and development programs and activities

Goal III – ECONOMIC AND WORKFORCE DEVELOPMENT – We positively and significantly impact economic and workforce development initiatives key to the prosperity of Dallas County (with an emphasis on the Southern Sector), North Texas, the state, and the nation.

- *Objective A: Strategic Alliances: Create, expand, and/or strengthen alliances with business, industry, and government to promote local and regional economic and workforce development*

### Performance Measures

- Trends in the number of formal strategic alliances with business, industry, and government entities

- *Trends in formal feedback from business, industry, and government organizations regarding our working relationships*
- *Objective B: External Funding (Contracts and Grants): Strengthen and expand resource development in support of the college mission.*

*Performance Measures*

- *Trends in public funding awards by funding source*
- *Trends in contract training revenue*
- *Trends in private funding awards*

*GOAL IV – COMMUNITY DEVELOPMENT-* *We add value to lives and build communities by continually strengthening and expanding our connections with civic, community, and educational organizations.*

- *Objective A: Partnerships: Create, expand, and/or strengthen partnerships with community and educational organizations to improve the quality of life in our communities.*

*Performance Measures*

- *Trends in the number and type of formal strategic partnerships*
- *Trends in formal feedback from community and educational organizations regarding our working relationships*
- *Trends in participation rates in service learning*

*GOAL V: BUSINESS AND FISCAL AFFAIRS:* *We maintain the public’s trust by being fiscally responsible and accountable at all times.*

- *Objective A: Accountability and Reporting: Ensure that the Board of Trustees and system community is regularly informed of our fiscal health and stability.*

*Performance Measures*

- *Trends in unrestricted expenditures per contact hour*
- *Trends in unrestricted revenue per contact hour*
- *Trends in annual budget allocations*
- *Trends in overall financial results*

*GOAL VI: ORGANIZATIONAL EFFECTIVENESS:* *We meet our strategic goals based on continual evaluation and improvement of programs and services in relation to student and community needs.*

➤ *Objective A: Strategic Planning*

*Performance Measures*

- *Results of the annual program reviews by the Subcommittee on Institutional Effectiveness (SIE)*
- *Results of Strategic Planning Measures published in an Annual Performance Measures Report*
- *Trends in the integration of technology into instruction, student services and administrative support as measured in an annual report*
- *Integration of budgeting and planning as measured by the annual budget evaluation process*

➤ *Objective B: Private Sector Support*

*Performance Measures*

- *Trends in gifts*
- *Trends in fundraising activities*
- *Trends in other organizational advancement initiatives*