

ACCESS TO SUCCESS

Strategic Plan 2024–2029

Fiscal Year 2025 Edition
Rev. 3.24.2025





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Message from the President

As Essex County College (ECC) boldly embarks on its next five years, I am pleased to formally introduce ACCESS TO SUCCESS: Strategic Plan 2024-2029 to our college community. ACCESS TO SUCCESS is the result of an intensive College-wide self-reflection on our current state and where we want to be five years from now. The goals, objectives, strategic activities, annual targets, and a transparent accountability process found in the ACCESS TO SUCCESS strategic plan will serve as a road map to our envisioned future.

The creation of ACCESS TO SUCCESS: Strategic Plan 2024-2029 considered the wide range of voices throughout our community. College-wide town halls fostered an open dialogue on our future strategic directions with employees. Focus groups were conducted with nearly one hundred students, staff, and faculty participants. Additionally, the Board of Trustees participated in an annual planning retreat. Findings derived from these activities were integrated into the development of the goals and objectives of the ACCESS TO SUCCESS: Strategic Plan by a diverse and representative committee structure that consisted of six working groups.

ACCESS TO SUCCESS: Strategic Plan 2024-2029 is a natural evolution from STUDENTS FIRST: Strategic Plan 2019-2024 which I will take a moment to pause and reflect on. When contemplating the past five years, the word “historic” repeatedly comes to mind. Together, as a community, we experienced unprecedented challenges throughout the COVID-19 pandemic. These challenges threatened the wellbeing of our community, imposed serious fiscal implications, and forced us to redefine how we do business. However, in typical ECC fashion, we were not defined by the challenges we faced. Instead, we furthered our legacy through the historic achievements that took place during this time.

To mention just a few of these historic achievements, our unwavering commitment to our students’ success led to

retention and graduation rates reaching all-time highs in the history of the College. Our teamwork and collaboration led to one of the most successful Middle States Self-Studies and accompanying site visits in the history of ECC. In addition to the Commission’s finding of full compliance with each of the Commission’s 7 Standards for Accreditation, the College received substantial recognition for exemplary and innovative practices throughout the Evaluation Team Report. Finally, our innovation and vision led to the construction of a new state-of-the-art West Essex Campus that will allow the College to serve the County of Essex in a greater capacity as we head into the future.

It is with great excitement and enthusiasm that I look forward to what we will accomplish in the next five years under ACCESS TO SUCCESS: Strategic Plan 2024-2029. While our prior plan, STUDENTS FIRST, laid the groundwork for an effective and executable model of planning that harmonizes with budgeting practices. The ACCESS TO SUCCESS: Strategic Plan builds on that model while continuing much of the ongoing work previously established. In addition to a seamless continuation of current initiatives, the ACCESS TO SUCCESS: Strategic Plan has been fine-tuned and realigned. It places a renewed focus on ECC’s organizational culture as well as further development of our external partnerships. Themes of cross-functional communication are also threaded throughout several goals and objectives based on the constituent voices heard during the focus groups and College-wide town halls.

It is my continued hope that each and every member of our remarkable community takes pride in all that we have accomplished together. Each of us plays a valuable role in the continued success of both our students and our institution. I invite everyone to play an active part as we work together, towards another five years of historic achievement.

Dr. Augustine A. Boakye
President

Mission

Essex County College is an open access community college that serves the diverse needs of students through comprehensive educational programs, training and continuing education. Essex County College is dedicated to academic excellence and the success of its students.

Vision

A Beacon for Education and Knowledge, Essex County College attracts people who seek a better life through education. We transform lives, broaden learning and empower students to achieve their full potential. Our College community and graduates are change agents and leaders who contribute to the health, vitality and advancement of society.

Values

Essex County College affirms the following principles, values and beliefs:

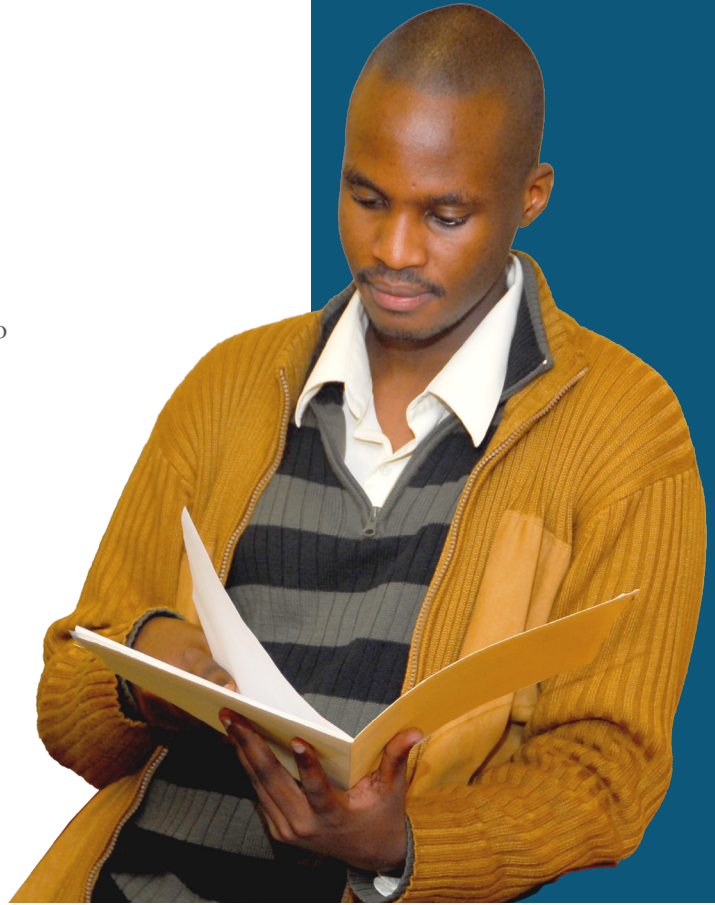
Teaching and Learning: We affirm teaching and learning as our primary purpose. The College seeks to instill in students general and specialized knowledge, the ability to think critically, and a commitment to civic responsibility. We value academic freedom and support the open exchange of ideas and experiences.

Excellence and Accountability: We believe in creating a learning environment that fosters high expectations for achievement. The College is committed to rigorous academic standards, faculty excellence, and responsive support services that enable students to reach their full academic, professional and personal potential. We provide excellent programs that utilize technology, demonstrate innovation, and undergo evaluation to ensure consistent and outstanding performance.

Community and Engagement: We support programs that enhance the economic and social development of Essex County. We value our role as a vital community resource and are dedicated to forging effective partnerships with our many constituencies.

Diversity and Access: We embrace the rich diversity of our student population and our employees. We recognize the historical, intellectual, and artistic contributions of all cultures, and promote an atmosphere in which critical examination of perspectives is accepted and encouraged. We believe all people should have access to affordable, quality higher education that will prepare them to succeed in a dynamic world.

Legacy and Transformation: We honor our history and valued traditions of Essex County College, the City of Newark and the County of Essex. We also welcome the transformative power of education to change lives. Building upon our past achievements, we eagerly embrace the future by pursuing innovations in teaching, administration, and student service.



Goal I

Increase student enrollment through innovative educational programs, targeted marketing and enhanced onboarding practices built on a foundation of effective communication.

FY 2025 TARGETS:

- Increase the overall enrollment yield by 2 percent in Fall 2024 over, the prior Fall, and 2 percent in Spring 2025 over the prior Spring
- Increase the student credit hours in fiscal year 2025 by 2 percent, over the prior year
- Increase total non-credit clock hours in fiscal year 2025 by 2 percent, over the prior year

Objectives

- A. Continue to evaluate, develop, and restructure both academic and non-academic programs that attract prospective students.**

Related FY 2025 Activities

- i. Continue to develop the multi-year program review process to continually improve existing programs through regular evaluation and action planning
- ii. Aggressively scan labor market projections and educational needs of the local community to ensure alignment with program offerings
- iii. Develop and implement strategies to better streamline the transition for English Language Learners from ESL coursework to workforce development and academic programs

- B. Develop and execute strategic marketing initiatives that support the attainment of enrollment goals for each of ECC's two campuses by rebranding the College and its in-demand programs.**

Related FY 2025 Activities

- i. Continue to find innovative ways to reach all market segments and create targeted marketing initiatives for all campuses
- ii. Continue to improve the College website to improve access to relevant information for current and prospective students
- iii. Develop and implement innovative mailing strategies to effectively market our programs to County residents

C. Develop and execute strategies to effectively identify, recruit, and onboard prospective students.

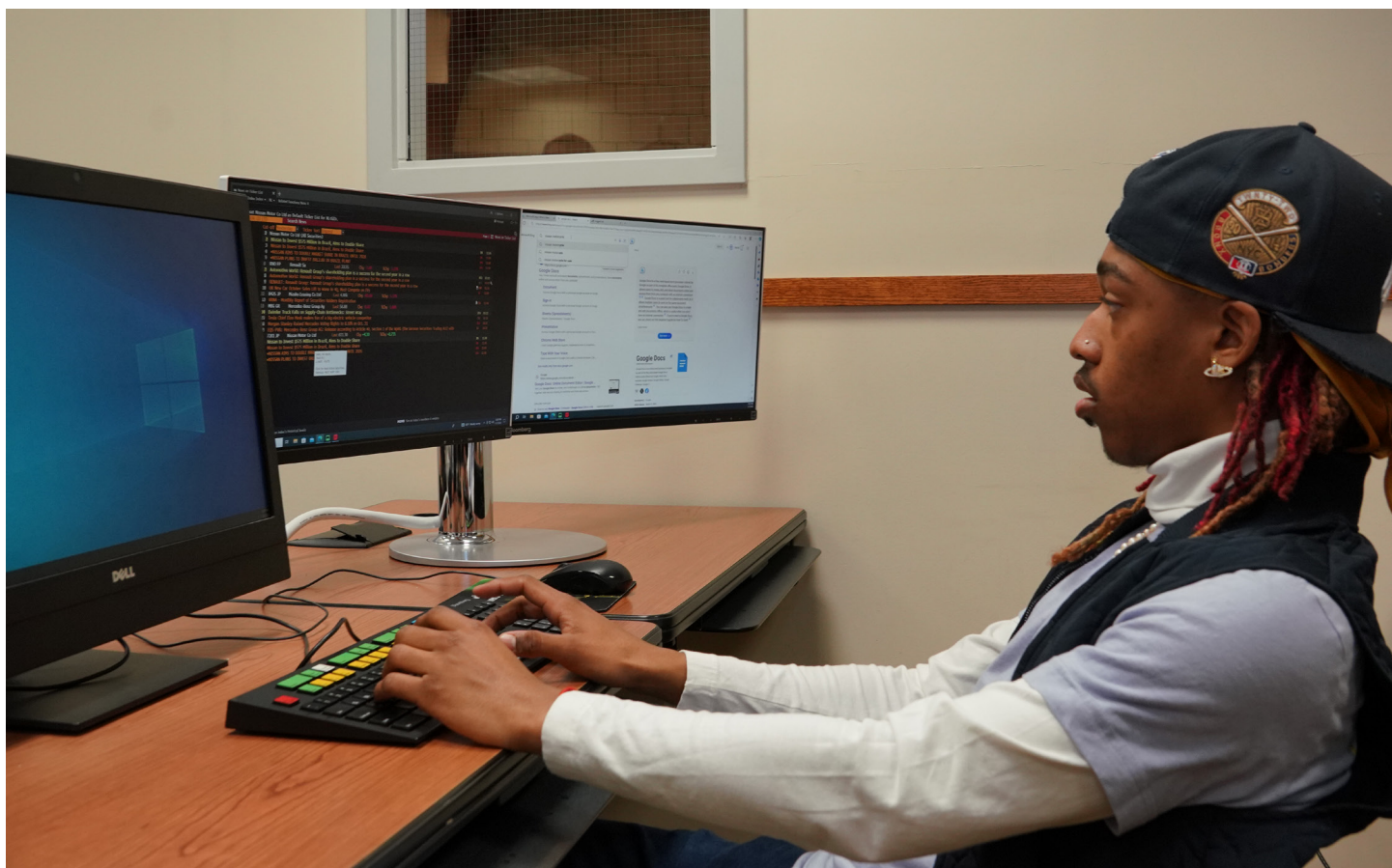
Related FY 2025 Activities

- i. Develop and begin implementing a multi-year Strategic Enrollment Management Plan that aligns with the goals and objectives of ACCESS TO SUCCESS: Strategic Plan 2024-2029
- ii. Expand the Fall Open House to include opportunities for families to interact and engage with faculty and staff through welcoming and informative activities
- iii. Develop and implement a grant-based initiative to improve the recruitment of stop-out students and adult learners

D. Develop strategies to strengthen internal communication mechanisms across all areas involved in the onboarding process.

Related FY 2025 Activities

- i. Develop and implement a data-driven strategy to more effectively package financial aid including aid, grants and scholarships, that provides mechanisms for efficient document collection
- ii. Develop and implement a coordinated recruitment and retention communication scheme across Enrollment Management departments to support efforts from recruitment to graduation
- iii. Develop and implement a coordinated communication scheme for student advisement across Academic Affairs, Student Affairs, and Enrollment Management departments to support onboarding and retention



Goal II

Increase student retention and graduation through the implementation of customized academic pathways and holistic support services.

FY 2025 TARGETS:

- Increase the one-year retention rates for the Fall 2024 full- and part-time cohorts by 2 percent, over the prior year
- Increase the three-year graduation rates for the 2022 full-time cohort by 2 percent, over the prior year's cohort
- Increase the six-year graduation rates for the 2019 part-time cohort by 2 percent, over the prior year's cohort
- Increase the number of students matriculating from a non-degree program into a degree program in fiscal year 2025, by 2 percent over the prior year

Objectives

- A. Continue to develop and implement customized academic pathways via mentorship to improve student persistence.**

Related FY 2025 Activities

- i. Develop and implement mentorship programs to improve access, persistence, and completion of degree, certificate offering
- ii. Continue to create linkages between non-credit and credit offerings through learner-centered pathways that include opportunities for mentorship

- B. Continue to enhance learning support systems and wraparound services to promote student on-time graduation.**

Related FY 2025 Activities

- i. Develop a cross-functional team/committee representing Academic Affairs, Student Affairs, and Enrollment Management, to develop a more centralized advising model
- ii. Continue to improve ECC's holistic, wraparound support system to better meet the needs of students during their educational journey



- iii. Raise awareness and reduce stigma about mental health while promoting help-seeking behaviors and emotional well-being practices through outreach events
- iv. Provide effective orientations and tutorials to help students navigate the College's in-person and online student support systems
- v. Provide annual transfer events which include transfer fairs and opportunities for individual transfer/career consultations
- vi. Continue to evaluate the efficacy of the newly designed accelerated developmental English and Mathematics courses

C. Strengthen communication processes between frontline support staff, faculty, and students.

Related FY 2025 Activities

- i. Continue developing the Enrollment Services team to be generalists through training and intra-departmental communication efforts
- ii. Continue the training and implementation of the Ready App with focus on faculty, academic coordinators, advisor/mentors, and student support assistants

Goal III

Foster and promote an institutional climate of belonging that exemplifies teamwork, embraces learning and innovation, and is committed to campus community alliances based on respect and understanding.

FY 2025 TARGETS:

- Increase the percentage of employees reporting they “Agree” or “Strongly Agree” by 2 percent in fiscal year 2025, over the prior year for the following statements:
 - ECC provides sufficient opportunities for training and professional development (Employee Campus Climate Survey)
 - ECC provides sufficient programs and resources to foster the success of a diverse population (Employee and Student Campus Climate Surveys)
- Increase the Campus Climate Index Score on the Student and Employee Campus Climate Surveys by 2 percent in fiscal year 2025, over the prior year

Objectives

- A. Provide faculty with professional development opportunities focused on technology integration, networking, and learning strategies for a diverse student population.**

Related FY 2025 Activities

- i. Hire qualified faculty, encourage mentorship by current faculty, and provide all faculty with professional development that promotes innovative teaching methods and learning technologies
- ii. Implement a comprehensive classroom technology and management program to support faculty

- B. Provide professional development opportunities to non-teaching staff members focused on improving administrative and organizational skills.**

Related FY 2025 Activities

- i. Develop and sponsor professional development workshops to boost staff engagement and equip administrators with essential management tools

- C. Enhance customer service skills and training on inter-departmental collaboration and communication, to ensure a caring, courteous, and supportive experience for students, faculty, staff, and community at large.**

Related FY 2025 Activities

- i. Continue to build on the implemented customer service training program with a focus on inter-departmental communication
- ii. Continue to improve offerings and participation in ECC's comprehensive compliance training program

- D. Actualize, communicate, and ensure accountability in alignment with the College's commitment to positive campus community alliances, to better serve the diverse needs of our students, staff, faculty, and the community at large.**

Related FY 2025 Activities

- i. Develop and implement strategies that promote inclusivity and respect for students in our teaching, student-to-faculty interaction, classroom policies, and Divisional activities
- ii. Continue to strengthen the Campus Community Alliance (CCA) through the development of Committee by-laws, strategic appointments, and an organized structure of working groups and sub-committees
- iii. Develop a sustainable process to capture and record all College-sponsored events, activities, initiatives, and professional development that are related to campus and community alliances in an institutional archive
- iv. Interpret and disseminate assessment findings to guide the activities of the Campus Community Alliance
- v. Foster campus and community alliances by guiding and advising students, staff, faculty, and the community at large on relevant issues
- vi. Develop an institutional Campus Community Alliance (CCA) Plan that includes a sustainable implementation process and is aligned with the College's new 2024-2029 Strategic Plan

- E. Continue to foster institutional improvement through assessment, evaluation, systematic planning, and accountability processes.**

Related FY 2025 Activities

- i. Ensure that Essex County College is in compliance with the newly revised Title IX and Office of Civil Rights regulations
- ii. Continue refining the existing ECC Competency, General Education, and Program Assessment processes to include indirect assessment data and the ability to break out data by subpopulation
- iii. Expand the current program assessment process to develop and implement a process for standardizing and embedding assessment measures into the curriculum for mastery level courses
- iv. Design and implement a sustainable portfolio assessment process for the following generalized programs, General Science, Social Sciences, and Health Sciences

Goal IV

Strengthen and expand external and community partnerships to further develop student opportunities, better serve our community, and expand the College's network of support.

FY 2025 TARGETS:

- Increase the number of dual-enrolled high school students in fiscal year 2025 by 2 percent, over the prior year
- Increase the total amount of external funding for Workforce Development programs by 2 percent in fiscal year 2025, over the prior year
- Increase the total amount of fundraising by 2 percent in fiscal year 2025, over the prior year
- Increase non-workforce development grant funding in fiscal year 2025 by 2 percent, over the prior year

Objectives

- A. Expand the dual Enrollment/Early College Initiatives and continue to build relationships with local K-12 school systems.**

Related FY 2025 Activities

- i. Continue to support our community's youth through academic and personal enrichment courses for children ages 5-13
- ii. Continue to engage with local high school districts to expand the Dual Enrollment and High School Initiative programs

- B. Increase Workforce Development Initiatives tied to the local needs assessment and governmental funding opportunities.**

Related FY 2025 Activities

- i. Expand opportunities for Essex County residents to access workforce development and training that connects them to industry employers and gainful employment
- ii. Continue to establish and strengthen partnerships with employers and local organizations to provide customized training opportunities for local businesses

C. Continue to build relationships with local businesses for Clinical Site and Experiential Opportunities such as Apprenticeships and/or employment

Related FY 2025 Activities

- i. Develop partnerships to expand the capacity for clinical site placements in Allied Health programs
- ii. Develop and implement innovative strategies to provide more students with apprenticeships, internships, networking opportunities, and other forms of experiential learning

D. Strengthen collaboration among Foundation Board, ECC alumni and other stakeholders for initiatives that could benefit the student experience and may increase financial resources.

Related FY 2025 Activities

- i. Improve coordination with the Foundation Board to identify, develop, and pursue fund raising opportunities
- ii. Continue coordinating with the Alumni Association to increase active membership and engagement
- iii. Coordinate with alumni to develop strategies for increased scholarship fundraising

E. Strengthen the process of identifying and pursuing grant opportunities aligned with the College's mission and strategic goals.

Related FY 2025 Activities

- i. Develop and implement an organized and effective grant-seeking process that includes timely identification, review of opportunities, development, and submission of proposals
- ii. Explore and initiate third party partnerships that would align with the newly developed grant-seeking process

F. Continue to develop mutually beneficial agreements with other academic institutions that promote student transfer and articulation.

Related FY 2025 Activities

- i. Support and strengthen academic programs which best prepare students for transfer to four-year institutions and/or prepare students for regional and global employment opportunities
- ii. Continue working with four-year institutions to develop and renew articulation agreements that provide attractive transfer opportunities to ECC students

Goal V

Continue to fortify the College's financial stability to foster operational sustainability and program expansion.

FY 2025 TARGET:

- Build an additional \$2,000,000 in financial reserves in fiscal year 2025, over the prior year.

Objectives

- A. Continue to work collaboratively with all departments to ensure efficient usage of capital and operating funds.

Related FY 2025 Activities

- i. Continue to refine the step-by-step annual process of tracking and monitoring the budget in alignment with the College's resources and strategic activities
- ii. Implement a more centralized time and attendance process to track and optimize employee productivity and time management accuracy

- B. Continue working with the Budget Planning Committee to ensure the annual budgeting process is integrated with internal planning processes.

Related FY 2025 Activities

- i. Ensure active oversight of the annual budget development timeline by the Budget Planning Committee
- ii. Continue to enhance alignment and integration of the planning and budgeting practices

- C. Continue to work collaboratively across departments on all steps of the grants management process including search and review, fund deployment, and periodic reconciliation.

Related FY 2025 Activities

- i. Develop an organized and effective process for areas to coordinate with Finance to ensure fund utilization is in accordance with grant guidelines
- ii. Continue to develop a systematic process for the execution of the Perkins grant with a focus of the CLNA process

- D. Continue to maintain efficient accounting practices with strong internal controls.

Related FY 2025 Activities

- i. Continue monthly reporting of the G5/G6, Bursar, and Financial Aid reconciliation
- ii. Continue the mini audit reporting process for the operating fund, major grants, and capital projects followed by discussions with stakeholders to make improvements
- iii. Continue to ensure the audited financial statements for the year ending June 30, 2025, are completed, and submitted to the Board of Trustees on time (by December 2025)
- iv. Develop and implement a succession planning process that will help the institution better identify, fill, and train for key positions while fostering a culture of commitment and long-term planning in all areas of the College



Goal VI

Continue to align the College's physical and technological infrastructure to best support student success, employee productivity, and foster creativity/innovation.

Objectives

- A. Leverage technology to enhance student learning and increase staff productivity while adopting cost-effective strategies.

Related FY 2025 Activities

- i. Migrate the Banner system to a cloud-based platform to enhance system reliability, scalability, and overall performance
- ii. Virtualize the server infrastructure to improve resource utilization, enhance scalability, and reduce operational costs while increasing system reliability and disaster recovery capabilities
- iii. Complete full implementation of Customer Relations Management (CRM), Banner Document Management System (BDMS) software, and institutional chatbot to produce an inclusive application and assessable and seamless onboarding process

- B. Enhance the College's cybersecurity posture by adopting threat intelligence solutions to proactively identify, analyze, and mitigate potential security threats targeting endpoint devices.

Related FY 2025 Activities

- i. Implement Single Sign-On (SSO) with multi-factor authentication (MFA) for the College's mobile app, library systems, online catalog, HR systems, wireless network, printing services, and academic computing systems to enhance security, streamline user access, and improve overall system integration



C. Continue to improve the physical infrastructure of Essex County College to better meet the needs of our students and enhance the student learning experience.

Related FY 2025 Activities

- i. Renovate the MLK Library and Learning Center
- ii. Renovate the Center for Technology (CFT)
- iii. Outline a plan for renovation of the Cafeteria Dining Hall
- iv. Revise and fully implement the College's Facilities Management and Maintenance Plan
- v. Outline a plan for the implementation of a One-Stop Student Service Center for the Newark campus
- vi. Install a new elevator in the Physical Education building
- vii. HVAC Phase II – Replace filtration, heating, and cooling equipment
- viii. Renovate the 5th and 6th floors
- ix. Outline a plan for the renovation of the first level red area
- x. Outline a plan for the renovation of the corridors
- xi. Outline a plan for the renovation of the lecture halls
- xii. Conduct a comprehensive energy audit
- xiii. Waterproof exterior walls
- xiv. Hardscape of Newark campus to improve functionality, aesthetics, and usability of outdoor spaces
- xv. Upgrade the security surveillance system to include advanced camera technologies, comprehensive surveillance coverage, and improved incident detection and response times
- xvi. Upgrade the public address (PA) system to enhance campus-wide communication, emergency response capabilities, and overall effectiveness
- xvii. Renovate the Smith Hall stage floors and the Mary Burch Theater

D. Identify data integrity and data access issues while actively developing and implementing appropriate solutions.

Related FY 2025 Activities

- i. The Data Governance Committee will work with IT to develop an admissions and enrollment extract to streamline analytics
- ii. General Counsel, Student Affairs, and Human Resources will collaborate and invest in a data collection tool to support the improved tracking of student and employee complaints,



assessment of trends, challenges and delays, and overall complaint response time

E. Identify and develop business intelligence solutions through appropriate platforms that will allow the College to better leverage data and analytics to guide internal decision-making.

Related FY 2025 Activities

- i. The Data Governance Committee will develop and begin implementing an institutional data dictionary
- ii. Continue to develop and implement an internal reporting and analytics platform utilizing Tableau that include hierarchal reporting and dashboards to support all areas of the College
- iii. Capture data for non-credit offerings as per NJ State reporting needs



Key Performance Indicators (KPIs)

ACCESS TO SUCCESS: Strategic Plan 2024-2029 summarizes the goals and challenges that Essex County College will focus on over the next five years. The Targets listed after each of the six Goals represent the 17 Key Performance Indicators (KPIs) that the College will use to measure the effectiveness of its strategic planning efforts over the next five years. These measures not only serve as a dashboard representing the health of the institution, but also as a means of quantifying the impact of our strategic planning efforts. Key Performance Indicators are broad and complex measures spanning across several areas of the College's operations. Therefore, while each Target is assigned to a specific Goal, each is indicative of our overall ability to communicate, coordinate, and collaborate across areas and departments.

Goal I - Increase student enrollment through innovative educational programs, targeted marketing and enhanced onboarding practices built on a foundation of effective communication.

Key Performance Indicator	FY 2025 Target
Enrollment Yield	2% increase over prior Fall 2% increase over prior Spring
Student Credit Hours	2% increase over prior fiscal year
Non-Credit Clock Hours	2% increase over prior fiscal year
Number of High School Graduates	2% increase over prior academic year

Goal II - Increase student retention and graduation through the implementation of customized academic pathways and holistic support services.

Key Performance Indicator	FY 2025 Target
One-Year Retention Rate	2% increase over prior academic year
Three-Year Graduation Rate for Full-Time Cohorts	2% increase over prior academic year
Six-Year Graduation Rate for Full-Time Cohorts	2% increase over prior academic year
Non-Degree to Degree Matriculation Rate	2% increase over prior academic year

Goal III - Foster and promote an institutional climate of belonging that exemplifies teamwork, embraces learning and innovation, and is committed to campus community alliances based on respect and understanding.

Key Performance Indicator	FY 2025 Target
Percentage of employees/students reporting they “Agree” or “Strongly Agree” with the following statements: <ul style="list-style-type: none"> ECC provides sufficient opportunities for training and professional development (Employee Campus Climate Survey) ECC provides sufficient programs and resources to foster the success of a diverse population (Employee and Student Campus Climate Surveys) 	2% increase over prior year’s surveys
Campus Climate Index Score on the Student and Employee Campus Climate Surveys	2% increase over prior year’s surveys

Goal IV - Strengthen and expand external and community partnerships to further develop student opportunities, better serve our community, and expand the College’s network of support.

Key Performance Indicator	FY 2025 Target
Number of dual-enrolled high school students	2% increase over prior academic year
Total amount of external funding for Workforce Development programs	2% increase over prior fiscal year
Total amount of fundraising	2% increase over prior fiscal year
Total amount of grant funding excluding Workforce Development funding	2% increase over prior fiscal year

Goal V - Continue to fortify the College’s financial stability to foster operational sustainability and program expansion.

Key Performance Indicator	FY 2025 Target
Fiscal Reserve Amount	\$2,000,000 increase over prior fiscal year

Goal VI - Continue to align the College’s physical and technological infrastructure to best support student success, employee productivity, and foster creativity/innovation.

Key Performance Indicator: Successful completion of the following capital/technology projects by the close of FY 2025

FY 2025 Capital Projects

- Renovate the MLK Library and Learning Center
- Renovate the Center for Technology (CFT)
- Outline a plan for renovation of the Cafeteria Dining Hall
- Revise and fully implement the College’s Facilities Management and Maintenance Plan
- Outline a plan for implementation of a One-Stop Student Service Center for the Newark campus.
- Install a new elevator in the Physical Education building
- HVAC Phase II – Replace filtration, heating, and cooling equipment
- Renovate the 5th and 6th floors
- Outline a plan for the renovation of the first level red area
- Outline a plan for the renovation of the corridors
- Outline a plan for the renovation of the lecture halls
- Conduct a comprehensive energy audit
- Waterproof exterior walls
- Hardscape Newark campus to improve functionality, aesthetics, and usability of outdoor spaces
- Migrate the Banner system to a cloud-based platform to enhance system reliability, scalability, and overall performance
- Upgrade the security surveillance system to include advanced camera technologies, comprehensive surveillance coverage, and improved incident detection and response times
- Upgrade the public address (PA) system to enhance campus-wide communication, emergency response capabilities, and overall effectiveness
- Renovate the Smith Hall stage floors and the Mary Burch Theater

FY 2025 Technology Projects

- Implement Single Sign-On (SSO) with multi-factor authentication (MFA) for the College’s mobile app, library systems, online catalog, HR systems, wireless network, printing services, and academic computing systems to enhance security, streamline user access, and improve overall system integration
- Virtualize the server infrastructure to improve resource utilization, enhance scalability, and reduce operational costs while increasing system reliability and disaster recovery capabilities
- Implement a complaint tracking tool/system for students and employees
- Implement a college-wide Data Dictionary
- Complete full implementation of Customer Relations Management (CRM), Banner Document Management System (BDMS) software, and institutional chatbot
- Complete an admissions and enrollment extracts for data users
- Expand Tableau access to leadership, administration, and program coordinators

Implementation of ACCESS TO SUCCESS: Strategic Plan 2024-2029

The implementation of ACCESS TO SUCCESS: Strategic Plan 2024-2029 will build on the enhanced accountability measures that were instituted in STUDENTS FIRST: Strategic Plan Versions 2.0-2.2. Key features developed during the prior strategic plan that will remain in place include the following:

REPORTING PLATFORM

- The College will continue to use the custom electronic reporting system developed by the Office of Institutional Effectiveness, Planning, and Assessment for Strategic Plan implementation and Administrative Unit Assessment. This electronic reporting system is housed in Qualtrics.

MONTHLY REPORTING

- Area heads will develop annual strategic activities in coordination with the President that are aligned with Strategic Plan objectives and include appropriate fiscal year budget allocations.
- Area heads will submit monthly reports to the President. Each area's custom reporting form will require area heads to submit detailed monthly updates on their assigned strategic activities for the current fiscal year, along with area-specific mission and goals reporting.
- Unit managers are assigned annual strategic activities by their area head that are aligned with Strategic Plan objectives and include appropriate fiscal year budget allocations.
- Unit managers will submit monthly reports to their area head on their assigned strategic activities.

QUARTERLY REPORTING

- As a transparent accountability process, the College will publicly post and archive a Quarterly Status Report on the College website showing progress indicators for all strategic activities for the current fiscal year. Reports will be posted in October, January, April, and July of each year.

MID-YEAR AND END-OF-YEAR REPORTS

- Mid-Year, and End-of-Year Summary Reports will be compiled for the President and Board of Trustees that will include comprehensive updates on each annual activity. The End-of-Year Report will include updated metrics for the Key Performance Indicators. The Mid-Year Report is compiled in January of each year and the End-of-Year Report is compiled in July of each year.

The annual budget development/strategic planning calendar has been developed in concert with the annual budgeting cycle so that Area heads can ensure their budget requests are aligned with strategic priorities and action plans for the upcoming year. The annual planning calendar is also designed to inform the budget adjustment and reallocation process so resources can be strategically deployed with formally identified institutional priorities in mind. The integration of the strategic planning cycle and the annual budgeting calendar is detailed on the following page.

Annual Budgeting/Planning Calendars

BUDGET AND FINANCE

Jul	Aug	Sept.	Oct	Nov	Dec	Jan	Feb	Mar.	Apr	May	Jun
Year-end processing in Banner	Budget variables analyzed for next year				Work on projection of revenue and enrollment hours (Dec-Jan)			Finance will ask Directors via Area Heads to prepare budget from the bottom up based on the Strategic Plan. Budget Request Forms sent to Area Heads are reviewed with Unit Managers.			Upload approved General Fund Budget to Banner
	Adjust allocations if necessary	Compare YTD actuals to projections			Receive info regarding anticipated State funding						
					Provide budget materials to Trustees						

PRESIDENT & CABINET

Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Start executing and implementing objectives of the Strategic Plan			Discuss Budget assumptions with Cabinet for the next fiscal year	Discuss/ Review initial budget	Review/ Approve budget	Submit budget for Board of Trustees approval	Budgets and Chapter 12 funding submitted to Board of School Estimates (BOSE) for approval		Forms and Area Head Summary due and sent to the President and Cabinet for review	Final review of budget and approval of allocations	
				Discuss potential Chapter 12 and other Capital Funding					Cabinet & President to assess needs and reconcile budget conflicts		

INSTITUTIONAL EFFECTIVENESS, PLANNING AND ASSESSMENT

Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Area/Unit Monthly Reports Collected Electronically											
Q4 Report Posted			Q1 Report Posted			Q2 Report Posted			Q3 Report Posted		
End-of-Year Report for President and BOT						Mid-Term Report for President and BOT					
IEPA presents Institutional Assessment Results to President and Cabinet.											
The annually revised Strategic Plan is re-published to include annual strategic activities for the upcoming fiscal year									Executive Director of IEPA meets individually with Area Heads to update annual strategic activities	Executive Director of IEPA meets with the President to finalize updated annual strategic activities	

BOARD OF TRUSTEES

Jul	Aug	Sept.	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
				Review Budget Model and Chapter 12 funding allocation for next fiscal year		Fund 10 and Chapter 12 Budgets approved by Trustees	Budgets and Chapter 12 funding reviewed and approved by School Estimate (BOSE)				

Appendix A

Development of ACCESS TO SUCCESS: Strategic Plan 2024-2029

Development of ACCESS TO SUCCESS: Strategic Plan 2024-2029 began in September of 2023. Charged by the President, the Executive Director of Institutional Effectiveness, Planning, and Assessment (IEPA) developed a committee structure consisting of a Steering Committee and six Working Groups. Working groups consisted of over 60 employees including faculty, staff, and administration. Membership in each working group was intentionally representative of all areas throughout the College. The working groups were charged with exploring an assigned area of focus and developing goals and objectives that would define the direction of the College for the next five years.

In the Fall of 2023 and Spring of 2024, the President and Cabinet held two College-Council sessions. These town-hall style gatherings were held to give the College community an opportunity for open dialogue directly with leadership so every individual at the College could express their ideas regarding the strategic direction of the institution. Additionally, a survey was conducted to solicit input from the Board of Trustees.

To further understand the concerns and recommendations of our students, faculty, and staff, the Office of IEPA held 8 focus groups with nearly 100 participants. The study resulted in over 200 pages of recorded transcripts, a comprehensive Executive Report, and a panel presentation by the focus group moderators. The moderators presented the results to stakeholders and included representatives from Academic Affairs, Student Affairs, Enrollment Management, IEPA, Compliance & Equity, and the ECC student body. Anonymous transcripts and thematic content analyses were distributed back to Strategic Planning working groups to shape the development of this Plan.

Through these inclusive strategies, ACCESS TO SUCCESS: Strategic Plan 2024-2029 is a true reflection of our collective voices as we unite around a common cause: the success of our students.



Appendix B

Essex County College Leadership

President

Dr. Augustine A. Boakye

Board of Trustees

Ms. Marion A. Bolden
Chair

Dr. Arnold C. Lewis
Vice Chair

Mrs. Jeweline Grimes
Secretary

Mr. Joseph Zarra
Treasurer

Ms. Isabel Cruz

Rev. Dr. Lanel D. Guyton

Ms. Cynthia D. Martinez

Ms. Beth Robinson

Ms. Johanna L. Wright

Cabinet

Mr. Alfred Bundy
Executive Director of Institutional Advancement

Ms. Kiswendsida Kaprou
Senior Comptroller

Dr. Keith Kirkland
Dean of Student Affairs

Dr. Renee Ojo-Ohikuare
*Executive Director of Enrollment Management
and Services*

Dr. John Runfeldt
*Executive Director of Institutional Effectiveness,
Planning, and Assessment*

Mr. Mohamed Seddiki
*Executive Dean of Operations/
Chief Information Officer (CIO)*

Ms. Christine Soto
General Counsel

Dr. Elvira M. Vieira
*Dean of Community, Continuing Education
& Workforce Development*

Dr. Alvin Williams
*Executive Dean of Faculty and Academic Affairs/
Chief Academic Officer (CAO)*

Ms. Shunda Williams
Executive Director of Human Resources

Dr. Don Yee
*Professor Emeritus/Advisor to the President and
Cabinet*

NOTES

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Essex County College

Main Campus | 303 University Ave. | Newark, NJ 07102

West Essex Campus | 730 Bloomfield Ave. | West Caldwell, NJ 07006

www.essex.edu
973-877-4477

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