



# *ACCESS TO SUCCESS:* Strategic Plan 2024-2029

## FY 2025 Quarter 3 Status Report

January 1, 2025, to March 1, 2025

QUARTERLY OVERVIEW					
Symbol	Description	Quarter 1 <i>Jul. – Sep. 2024</i>	Quarter 2 <i>Oct. – Dec. 2024</i>	Quarter 3 <i>Jan. – Mar. 2025</i>	Quarter 4 <i>Apr. – Jun. 2025</i>
■	<b>Not Started</b> <i>(activity is scheduled but not yet started)</i>	3 of 86 3.5%	4 of 86 4.7%	6 of 86 7.0%	
▶	<b>Progressing</b> <i>(activity is progressing and on-track for on-time completion)</i>	76 of 86 89.4%	75 of 86 87.2%	70 of 86 81.4%	
	<b>Paused</b> <i>(activity is temporarily paused or on hold)</i>	4 of 86 4.7%	5 of 86 5.8%	5 of 86 5.8%	
⚠	<b>At Risk</b> <i>(activity is still scheduled for completion but on-time completion is at-risk)</i>	0 of 86 0%	0 of 86 0%	0 of 86 0.0%	
✓	<b>Achieved</b> <i>(activity has been completed)</i>	2 of 86 2.3%	2 of 86 2.3%	7 of 86 8.1%	
✗	<b>Cancelled</b> <i>(activity has been removed from this fiscal year)</i>	0 of 86 0%	0 of 86 0%	0 of 86 0.0%	
NR	<b>Not Reported</b> <i>(activity status was not entered into the monthly reporting system)</i>	0 of 86 0%	0 of 86 0%	3 of 86 3.5%	

Goal I - Increase student enrollment through innovative educational programs, targeted marketing and enhanced onboarding practices built on a foundation of effective communication.					
Objective	Related FY 25 Strategic Activities	<u>Quarter 1</u> <i>Jul. - Sep.</i> 2024	<u>Quarter 2</u> <i>Oct. - Dec.</i> 2024	<u>Quarter 3</u> <i>Jan. - Mar.</i> 2025	<u>Quarter 4</u> <i>Apr. - Jun.</i> 2025
A. Continue to evaluate, develop, and restructure both academic and non-academic programs that attract prospective students.	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.	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.	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.	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.					
Objective	Related FY 25 Strategic Activities	<u>Quarter 1</u> <i>Jul. - Sep.</i> 2024	<u>Quarter 2</u> <i>Oct. - Dec.</i> 2024	<u>Quarter 3</u> <i>Jan. - Mar.</i> 2025	<u>Quarter 4</u> <i>Apr. - Jun.</i> 2025
A. Continue to develop and implement customized academic pathways via mentorship to improve student persistence.	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.	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	NR	▶	▶	
C. Strengthen communication processes between frontline support staff, faculty, and students.	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 belongingness that exemplifies teamwork, embraces learning and innovation, and is committed to campus community alliances based on respect and understanding.**

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A. Provide faculty with professional development opportunities focused on technology integration, networking, and learning strategies for a diverse student population.	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.	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.	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	▶	▶	NR	
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.	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 community alliances in an institutional archive	▶	▶	✓	
	iv. Interpret and disseminate assessment findings to guide the activities of the Campus Community Alliance (CCA)	▶	▶	▶	
	v. Foster campus 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.	i. Ensure that Essex County College is in compliance with the newly revised Title IX and Office of Civil Rights regulations	▶	▶	NR	
	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

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A. Expand the dual Enrollment/Early College Initiatives and continue to build relationships with local K-12 school systems.	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.	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	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.	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.	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.	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					
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A. Continue to work collaboratively with all departments to ensure efficient usage of capital and operating funds.	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.	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.	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.	i. Continue monthly reporting of the G5, 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				
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**Goal VI: Continue to align the College's physical and technological infrastructure to best support student success, employee productivity, and foster creativity/innovation.**

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A. Leverage technology to enhance student learning and increase staff productivity while adopting cost-effective strategies.	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	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.	i. Renovate the MLK Library and Learning Center IT	▶	▶	▶	
	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	▶	■	■	
D. Identify data integrity and data access issues while actively developing and implementing appropriate solutions.	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			NR	

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.	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	■	▶	▶	