

ACCESS TO SUCCESS: Strategic Plan 2024-2029

FY 2026 Quarter 3 Status Report

January 1, 2026, to March 1, 2026

QUARTERLY OVERVIEW					
Symbol	Description	Quarter 1 <i>Jul. – Sep. 2025</i>	Quarter 2 <i>Oct. – Dec. 2025</i>	Quarter 3 <i>Jan. – Mar. 2026</i>	Quarter 4 <i>Apr. – Jun. 2026</i>
■	Not Started <i>(activity is scheduled but not yet started)</i>	6 of 82 7.3%	1 of 82 1.2%	1 of 82 1.2%	
▶	Progressing <i>(activity is progressing and on-track for on-time completion)</i>	64 of 82 78.0%	70 of 82 85.4%	68 of 82 82.9%	
	Paused <i>(activity is temporarily paused or on hold)</i>	2 of 82 2.4%	2 of 82 2.4%	3 of 82 3.7%	
⚠	At Risk <i>(activity is still scheduled for completion but on-time completion is at-risk)</i>	0 of 82 0%	0 of 82 0%	0 of 82 0%	
✓	Achieved <i>(activity has been completed)</i>	4 of 82 4.9%	3 of 82 3.7%	3 of 82 3.6%	
✗	Cancelled <i>(activity has been removed from this fiscal year)</i>	0 of 82 0%	0 of 82 0%	1 of 82 1.2%	
NR	Not Reported <i>(activity status was not entered into the monthly reporting system)</i>	6 of 82 7.3%	6 of 82 7.3%	6 of 82 7.3%	

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 26 Strategic Activities	Quarter 1 <i>Jul. - Sep. 2025</i>	Quarter 2 <i>Oct. - Dec. 2025</i>	Quarter 3 <i>Jan. - Mar. 2026</i>	Quarter 4 <i>Apr. - Jun. 2026</i>
A. Continue to evaluate, develop, and restructure both academic and non-academic programs that attract prospective students.	i. Begin implementing the Academic Program Review (APR) process developed for AY 2026 to AY 2030, to comprehensively and systematically evaluate existing and proposed programs	▶	▶	▶	
	ii. Continue to implement strategies to better streamline the transition for English Language Learners from ESL coursework to workforce development and academic programs	▶		▶	
	iii. Use analytics from the Community College Cost and Productivity Study to guide personnel decisions for 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. Continue to 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. Continue implementing enrollment initiatives to improve the recruitment of stop-out students and adult learners	▶	▶	✓	

	iv. Design and implement a holistic new student orientation program and other on boarding related activities that introduce students to academic expectations, campus resources, student support services, community standards, and engagement opportunities, while ensuring a smooth transition into university life	✓	✓	✓	
	v. To re-engage suspended and academically dismissed students and facilitate their re-enrollment into our college	▶	▶	▶	
D. Develop strategies to strengthen internal communication mechanisms across all areas involved in the onboarding process.	i. Continue to implement a data-driven strategy to improve the packaging of financial aid including grants, scholarships, and other forms of assistance while establishing efficient processes for collecting required documentation	▶	▶	▶	
	ii. Continue to implement a coordinated recruitment and retention communication scheme across Enrollment Management departments to support efforts from recruitment to graduation	▶	▶	▶	
	iii. Continue to 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.

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A. Continue to develop and implement customized academic pathways via mentorship to improve student persistence.	i. Continue to implement mentorship programs to improve access, persistence, and completion of degree and certificate offerings	■	▶	▶	
	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. Continue to implement a cross-functional team/committee representing Enrollment Management, Academic Affairs, and Student Affairs, to enhance student advisement	▶	▶	▶	
	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 and student disability, while promoting help-seeking behaviors and emotional well-being practices through outreach events	▶	▶	▶	
	iv. Provide effective tutorials to help students navigate the college's in-person and online student support systems	▶	▶	▶	
	v. Continue to 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 course		▶		
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 assistant	▶	▶	▶	

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.

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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	NR	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. Continue to implement strategies that promote inclusivity and respect for students in our teaching, student-to-faculty interaction, classroom policies, and Divisional activities	■	▶	▶	
	ii. Foster campus community alliances by organizing and hosting an annual Retreat that celebrates the richness of our Campus Community and promotes a welcoming campus climate.	✓	▶	▶	
	iii. Interpret and disseminate assessment findings to guide the activities of the Campus Community Alliance (CCA)	▶	▶	▶	
E. Continue to foster institutional improvement through assessment,	i. Ensure that Essex County College is in compliance with the newly revised Title IX and Office of Civil Rights regulations	▶	▶	▶	

evaluation, systematic planning, and accountability processes.	ii. Continue refining the existing ECC Competency, General Education, and Program Assessment processes, via collaboration between faculty and administration, to foster continuously improve student learning	▶	▶	▶	
	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		▶	×	

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. Continue to develop partnerships to expand the capacity for clinical site placements in Nursing and Health Sciences programs	■	■	■	
	ii. Continue to 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. Continue to partner with four-year institutions and industries to strengthen academic programs, enhance real-world experience, and transfer opportunities	▶	▶	▶	

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. 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	NR	NR	NR	
	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	NR	NR	NR	
	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 PELL Grant reconciliation, and work to extend the same process to similar Federal and State Grants, such as SEOG, CCOG, TAG, EOF, and FWS	NR	NR	NR	
	ii. Continue the mini audit reporting process for the operating fund, major grants, and capital projects followed by discussions with stakeholders to make improvements	NR	NR	NR	
	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)	NR	NR	NR	
	iv. Continue to implement succession planning processes 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.

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A. Leverage technology to enhance student learning and increase staff productivity while adopting cost-effective strategies.	i. Complete full implementation of Banner Document Management System (BDMS) software, to produce an assist in the seamless onboarding process and accuracy of internal record keeping.	▶	▶	▶	
	ii. Upgrade the telephone system by converting remaining analog phones to IP-based sets, enhancing communication efficiency and reliability with superior call quality, advanced features and better integration with the network infrastructure	▶	▶	▶	
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. Enhance the network infrastructure security with advanced firewalls and internet routers to protect sensitive data and ensure reliable internet access, boosting defense against cyber threats and improving performance and stability	▶	▶	▶	
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 Center for Technology (CFT)	▶	▶	▶	
	ii. Renovate the Cafeteria Dining Hall	▶	▶	▶	
	iii. Revise and fully implement the College's Facilities Management and Maintenance Plan	▶	▶	▶	
	iv. Execute the plan for implementing a One-Stop Student Services Center at the Newark campus	▶	▶	▶	
	v. Install a new elevator in the Physical Education building	▶	▶	▶	
	vi. HVAC Phase II – Replace filtration, heating, and cooling equipment	▶	▶		
	vii. Renovate the 5th and 6th floors	▶	▶	▶	
	viii. Renovate the first level red area	▶	▶	▶	
	ix. Renovate the second-level corridors	▶	▶	▶	

	x. Renovate the lecture halls	▶	▶	▶	
	xi. Conduct a comprehensive energy audit	▶	▶	▶	
	xii. Hardscape of Newark campus to improve functionality, aesthetics, and usability of outdoor spaces	▶	▶	▶	
	xiii. Upgrade the security surveillance system to include advanced camera technologies, comprehensive surveillance coverage, and improved incident detection and response times	▶	▶	▶	
	xiv. Upgrade the public address (PA) system to enhance campus-wide communication, emergency response capabilities, and overall effectiveness	▶	▶	▶	
	xv. Outline a plan for the implementation of a new Student Athlete Housing Facility on the Newark campus premises	▶	▶	▶	
	xvi. Outline a plan for renovation of the fourth level Office Suite	▶	▶	▶	
	xvii. Outline a plan for the renovation of the fourth level Multipurpose Room	▶	▶	▶	
	xviii. Outline a plan for the renovation of the Graphics and Printshop Departments	▶	▶	▶	
	xix. Replace the security gates at parking lot D	▶	▶	▶	
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	▶	▶	▶	
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 finalize, maintain, and train necessary individuals on how to use the institutional data dictionary IEPA	✓	▶	▶	
	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	▶	▶	▶	