

2022 - 2025

THREE YEAR STRATEGIC PLAN

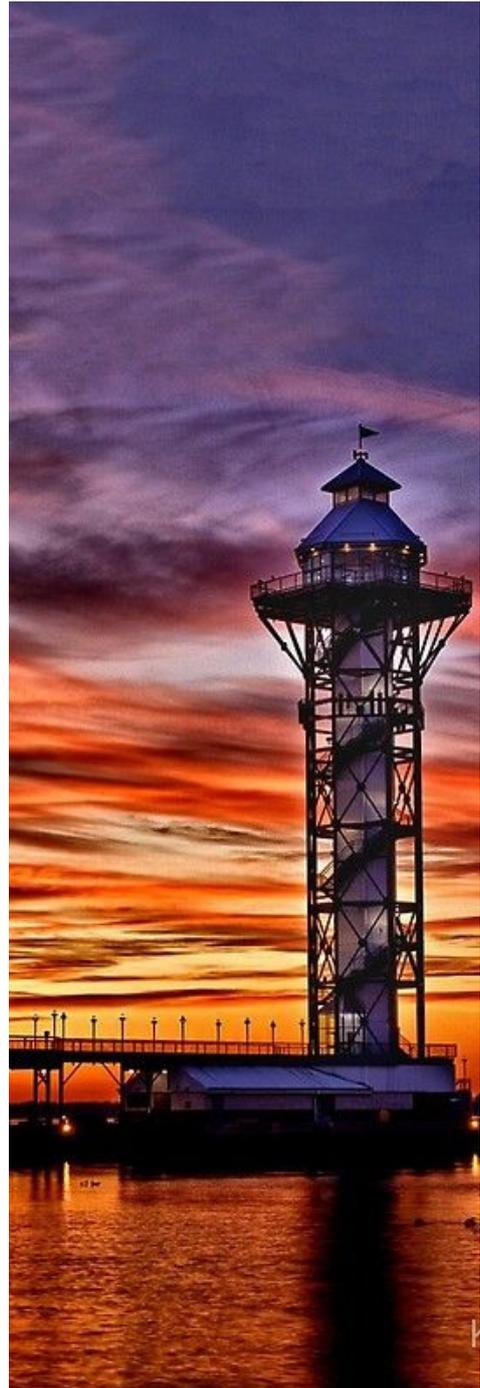


ERIE COUNTY
COMMUNITY COLLEGE OF PA

***Our Community,
Your College***

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The Erie County Community College of Pennsylvania (EC3PA) Strategic Plan 2022-2025 represents the determination of cross-sectional stakeholders to clearly articulate the College's mission, vision and values as a higher education provider to the region, while simultaneously working to advance and streamline EC3PA's accreditation process as a newly founded institution. It is a comprehensive road map that aims to build equitable outcomes and respond to personal and economic conditions for each of its students while committing to five foundational goals:

- **Expand and sustain affordable access to post-secondary education**
- **Promote student success through holistic and personalized support**
 - **Deliver high-quality instruction through academic excellence**
 - **Provide workforce training in high-demand, high-wage areas**
 - **Motivate and engage the community**

This Plan aligns with the mission of EC3PA to prepare individuals to succeed in a diverse, supportive, forward-thinking and innovative learning environment. The College will provide Erie County residents an affordable education through increased access to vital workforce and academic education options. These options include a combination of two-year degree programs, post-secondary career certificates and technical courses that prepare graduates to meet the critical needs of this region's workforce and to achieve success in a complex global society.



Mission

Erie County Community College of Pennsylvania (EC3PA) exists to develop dynamic and diverse learners to advance their quality of life and Erie County's economic growth through affordable access, innovative education and workforce training.

Vision

EC3PA uplifts the region as a catalyst to transform lives, to promote social and economic stability in both rural and urban areas, and to develop lifelong learners and a strong workforce that contributes to a thriving economic landscape for all.

Values

Diversity
Community

Innovation
Excellence

Employability
Adaptability

Strategic Priorities

Access

Strengthen and expand access to county residents and area partners by increasing awareness of educational opportunities that are reflective of student, business, and community needs.

Student Success

Promote a **student-centered environment** that focuses on student achievement, engagement, personalized pathways, holistic student support, and individualized excellence.

Academic Excellence

Deliver a **high-quality education** and measurable learning outcomes for our students by creating an innovative and engaging learning environment within a supportive, collegial culture.

Partnerships

Nurture collaborative relationships with public and private K-12, universities, businesses, and community partners to develop a cohesive educational strategy that ensures seamless alignment and builds a skilled workforce that leads to economic mobility and increased educational attainment.

Workforce Innovation

Achieve local, regional and national recognition as a premier college of choice for providing workforce training by delivering high-quality programs and instruction that enable students to grow, succeed, and stay globally competitive.

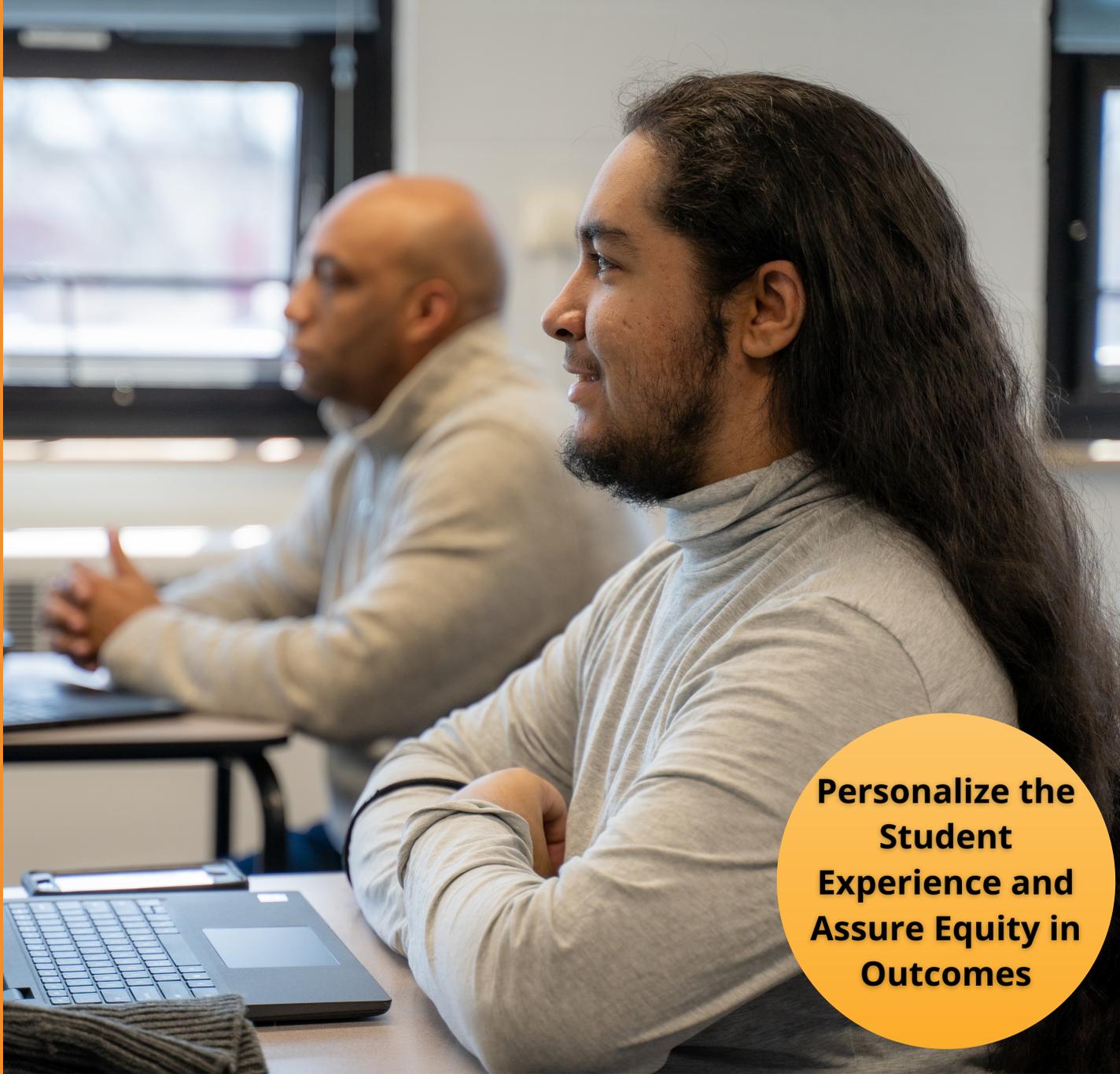


Increase the college-going rate within the Region

Our Commitment: Strengthen and expand access to county residents and area partners by increasing awareness of educational opportunities that are reflective of student, business, and community needs.

Targeted High-Impact Practices:

- (1.1) - Ensure clear and equitable pathways** for all students from diverse backgrounds to pursue a post-secondary education that leads to economic mobility and stability.
- (1.2) - Create and implement a clear and comprehensive strategic enrollment management plan** that addresses the ongoing needs of student recruitment, educational partnerships and engagement in EC3PA's service region.
- (1.3) - Increase the college-going rate** of students from every district high school and the percentage of district high school graduates who apply and enroll at EC3PA.
- (1.4) - Ensure that educational programs are accessible and affordable.**



Personalize the Student Experience and Assure Equity in Outcomes

Our Commitment: Promote a **student-centered environment** that focuses on student achievement, engagement, personalized pathways, holistic student support, and individualized excellence.

Targeted High-Impact Practices:

- (2.1)** - Develop a **comprehensive student services model** that ensures early connections to college, wrap-around support, clear academic and career pathways and personalized mapping for students.
- (2.2)** - Provide **integrated, targeted support services** that are holistic and promote student success.
- (2.3)** - Employ **data-informed techniques** to promote student achievement and advance diversity.
- (2.4)** - Assure **equity in outcomes** for all groups in relation to persistence, degree and certificate completion, and transfer rate.



Promote Innovative Teaching and Learning Practices

Our Commitment: Deliver a **high-quality education** and measurable learning outcomes for our students by creating an innovative and engaging learning environment within a supportive and inclusive collegial culture.

Targeted High-Impact Practices:

- (3.1)** - Promote **innovative teaching and learning** practices that are equity-minded, research-based, relevant and future-focused.
- (3.2)** - **Engage students** through a variety of means using **high-impact practices** that include work-based learning, learning communities, service learning and apprenticeship opportunities that lead to high-wage jobs.
- (3.3)** - **Support faculty growth** and excellence through professional development and recognition.
- (3.4)** - **Strengthen academic program expansion** and development while emphasizing programmatic and individualized excellence.



Align the College's engagement with key partners

Our Commitment: Nurture collaborative relationships with K-12, universities, businesses, industry and community partners to develop a cohesive educational strategy that ensures seamless alignment and builds a skilled workforce that leads to economic mobility and increased educational attainment.

Targeted High-Impact Practices:

- (4.1) - Align the College's engagement with **community organizations, businesses and industries** to meet community needs and increase awareness of EC3PA's mission and service.
- (4.2) - Formalize relationships with **public, private and faith-based K-12 stakeholders** to promote collaboration between institutions and ensure student access to post-secondary education.
- (4.3) - Coordinate student success efforts with **university partners** to ensure seamless articulation and degree completion.
- (4.4) - Lead **community partners** in efforts **to increase degree attainment** rates in the College's service area.



Meet Workforce Needs in High-Demand, High-Wage Jobs

Our Commitment: Achieve local, regional and national recognition as a premier college of choice for providing workforce training by delivering high-quality programs and instruction that enable students to grow, succeed, and stay globally competitive.

Targeted High-Impact Practices:

(5.1) - Create and sustain high-quality programs that allow students to enter, remain and/or advance in the workforce.

(5.2) - Align programs to meet workforce needs in high-demand, high-wage jobs.

(5.3) - Adopt a comprehensive approach to career counseling that provides the knowledge and the experiences that students need to make informed decisions and pursue high-demand career pathways.

(5.4) - Integrate critical employability skills and credentials using inclusive strategies that are effective for the region's multiethnic, multilingual, and multigenerational learners.



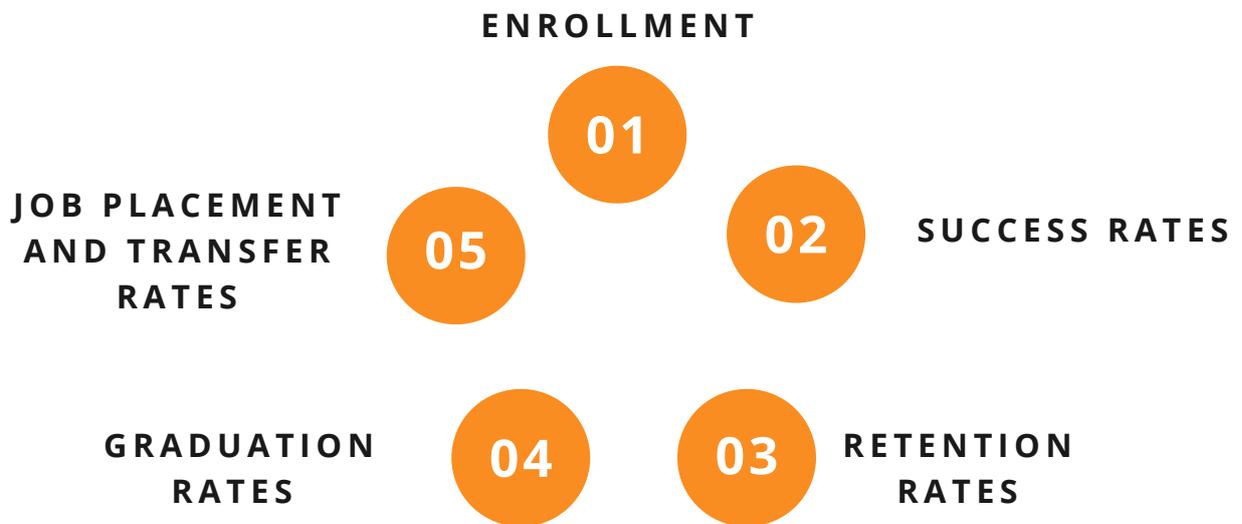
KEY PERFORMANCE INDICATORS

2022 - 2025



KEY PERFORMANCE INDICATORS

Key Performance Indicators (KPIs) are the critical (key) indicators of progress toward an intended result. KPIs provides a focus for strategic and operational improvement, create an analytical basis for decision making and help focus attention on what matters most. The following KPIs will be used to track and monitor performance metrics for EC3PA.



OBJECTIVES AND PLANS

The Strategic Plan presented within this document will be tracked and strengthened through ongoing review and continual assessments over the next three years. The Plan has been developed to align with the College's accreditation process.

Beginning spring 2022, college-wide committees will be assigned to build a repository of strategic initiatives and activities aligned to each of the pillars and priorities to develop a plan for measuring outcomes.

A final assessment report of the College's strategic initiatives and key performance indicators will be provided to the Board of Trustees and area stakeholders at the end of the three-year cycle.





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