Toward a Better TOMORROW
2022–27 Strategic Plan
Mission

Provide an applications-based, hands-on education that graduates students who can make an immediate impact in their industry.

Vision

Provide an inclusive, innovative, and interdisciplinary learning environment with state-of-the-art facilities and equipment. Our transformative research and community engagement will be known internationally through our students, alumni, faculty, and staff. We develop a sense of belonging among individuals who are lifelong learners that create a just and sustainable world.

Values

<table>
<thead>
<tr>
<th>Integrity</th>
<th>Equity, Diversity, Inclusion</th>
<th>Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellence</td>
<td>Entrepreneurial Mindset</td>
<td>Collaboration</td>
</tr>
<tr>
<td>Mentorship</td>
<td>Community Engagement</td>
<td></td>
</tr>
</tbody>
</table>

Strategic Initiatives

1) Provide a student-centered experience focused on academic excellence.
2) Provide a diverse, equitable, and inclusive environment for historically underserved and first-gen students.
3) Connect to both our industry and our community to foster engagement.
4) Promote a culture of transformative scholarship, research, and creative activity.
Strategy:
Provide a student-centered academic experience that engages our students’ minds, hands, and hearts.

Action Items:
1) Develop a survey of our current ECC students to determine their needs, their challenges, how they prefer to learn, etc.
2) Establish and support a healthy workload, improve faculty/staff-to-student ratios for race/ethnicity and gender, and encourage equitable distribution of service work to minimize cultural taxation.
3) Nurture academic, research, and CARS/change-of-major collaborations with other colleges (e.g. AGR, BUS, NSC).
4) Develop a handbook for student clubs that covers IRA funding, travel, advisor support, department support, succession plans, and use of Wildcat Sync/Cats Connect, etc.
5) Develop a cohesive success plan for the College to grow the necessary resources to improve our retention and graduation rates.
6) Reimagine the mandatory advising process, including communication, objectives, learning outcomes, responsibilities, and ESSC/MEP/faculty coordination, etc.
7) Develop an Emergency Operations Plan that attempts to minimize the impact of campus shutdowns on students and their success.
8) Develop funding sources for organizing events (including funds for food, space, and incentives) at the department level, helping students identify with their unit, build community, and connect with faculty.
Strategy:
Enhance ECC’s educational programs to deepen experiential learning and focus on the development of the professional in the 21st Century.

Action Items:

1) Provide opportunities, incentives, and support for integrating experiential and collaborative learning in the classroom and in extracurricular activities. This includes, but is not limited to, financing and supplying resources for the establishment of connections with industry partners and other potential stakeholders—locally, regionally, and nationwide—that could benefit from contributing capstone and class projects, exposure through tours, and funding of student competitions and hackathons.

2) Create a more inclusive and guided first-year experience to ensure student success and continuity. This includes, but is not limited to, block enrollment in technical writing, math, and life sciences courses. Communicate with students who are struggling, and support activities within freshmen-level courses to engender engagement similar to University-supported First-Year Experiences, bootcamps, essential software skills, seminars, and intrusive advising.

3) Develop interdisciplinary programming by enhancing collaboration both within the College and across campus for potential interdisciplinary minor degrees and certificates. Conduct a SWOT analysis and industry survey to determine optimal programs and fit.

4) Develop new certificate and degree programs to address the needs of the industry for the 21st century and beyond. Conduct a SWOT analysis and industry survey to determine optimal programs and fit.
**Strategy:**
Recruit, develop, and retain a diverse and outstanding faculty and staff.

**Action Items:**

1. Develop, implement, and standardize hiring practices and institutional support that increases underrepresented applicants for faculty and staff positions.

2. Develop, implement, and document a detailed faculty and staff onboarding program to improve the sense of belonging and a culture of inclusion.

3. Develop and implement a detailed faculty and staff mentorship program to support retention, reciprocal growth, and collaboration.

4. Create and support relationships with masters and doctorate programs, professional associations, and other groups recognized for their diversity to build a pipeline of applicants.

5. Support personal and professional development of tenure-track faculty, lecturers, and staff to engage in EDI-related activities.

6. Develop and implement a system that values, promotes, and encourages EDI efforts performed by the faculty and staff.

7. Establish and support a healthy workload, improve faculty/staff-to-student ratios for race/ethnicity and gender, and encourage equitable distribution of service work to minimize cultural taxation.

8. Collaborate with the Office of Diversity and Inclusion, other EDI campus initiatives, and the EDI Recruitment and Retention Specialist to implement best practices for recruitment, development and retention of diverse faculty and staff.

9. Create an accountability plan with metrics that track and report progress on the College of ECC’s EDI efforts.
Strategy:
Recruit, develop, and support the success of a diverse student population.

Action Items:

1. Actively increase recruitment of historically underserved groups through increased communication and outreach efforts to high schools and community colleges.

2. Increase support for underrepresented student clubs and travel to conferences.

3. Develop and support a peer mentoring model for underserved students as well as international students in the College.

4. Close the equity gap and improve pass rates in historically high DFW courses, coordinating with campus activities and resources.

5. Coordinate and support efforts with active campus resources to create a seamless experience of engagement and navigation for historically underserved and first-generation incoming college students, from intent-to-enroll through graduation.
**Strategy:**
Energize, equip, and motivate our students, staff, and faculty to achieve excellence and to enjoy a high quality of life.

**Action Items:**

1) Develop and document onboarding processes for ASCs, department chairs, faculty, advisors, staff, and students.

2) Develop a Collegewide handbook with approved policies and standard procedures.

3) Ensure students, staff, and faculty are provided with the latest tools and are trained to use them to improve and maximize their efficiency.

4) Develop a knowledge base, similar to the one used on campus, that will be a one-stop shop for information on “how-tos” in our College.

5) Promote collaboration and teamwork at all levels.

6) Develop College awards to celebrate student, staff, and faculty achievements.
Strategy:
Sustain a culture to think globally and act locally.

Action Items:
1) Strive to become more paperless (e.g. SFOT, exams, forms, and other documents) and provide all employees with the tools necessary to make this happen.
2) Develop new decentralized funding model for the College to empower departments and recognize and reward units that are frugal with their spending.
3) Ensure academic programs use real-world projects and initiatives in their field of study and extracurricular activities to benefit our community.

Strategy:
Nurture relations with our community and our industry partners to foster philanthropy and community engagement.

1) Continue to improve the way we celebrate and share the success stories of our students, faculty, and staff, including the processes for submitting, confirming, and validating these for distribution on various media platforms.
2) Improve department websites for consistency in navigating to success stories, possibilities to engage, and opportunities to donate directly to the department.
3) Develop regular alumni and corporate events to help build engagement with the College.
4) Develop a formal fundraising list of needs as well as a priority list to ensure our sustainability and advance our strategic mission.
TRANSFORMATIVE SCHOLARSHIP

**Strategy:**
Promote research, scholarship, and creative activity to drive the intellectual and economic vitality of our community, our nation, and the world.

**Action Items:**
1) Promote and celebrate interdisciplinary research within the College as well as with other Colleges and universities.

2) Work with Chico State Enterprises to improve workflow for securing and sustaining research projects with public-private partnerships and outside funding agencies.

3) Develop resources in the College to assist faculty with grant writing.

4) Develop a model for faculty to secure AWTU release in support of research proposal efforts.

5) Develop a mentorship model to support junior faculty in developing their research agenda.

6) Develop a Research Incentive Program for faculty with a successful research program to sustain and grow their ongoing efforts.
**Strategy:**
Optimize existing spaces and develop new facilities that allow faculty to engage in meaningful research.

**Action Items:**
1) Create a College Space Utility Committee that can document the current laboratory and research spaces as well as evaluate its availability and alignment with our needs.
2) Develop a College Master Facilities Plan and provide priority recommendations.
3) Develop a College IT Plan and provide priority recommendations.