

Online programming has never been more needed or appreciated. Eastern Gateway Community College's five years of investment in quality online courses kept college accessible for thousands of students. As a result of Eastern Gateway Community College's reputation for online programs that met students where they are, enrollment has reached more than 40,000 students, making the college the fastest growing and largest community college in Ohio. As Jackeline Gonzalez, current online student studying early childhood education, said, "Being a mom, wife, student, and employee can be a busy life. Although, taking online courses has been a great experience because it allows me to be flexible and work around my daily schedule without feeling overwhelmed. It is amazing!"

The goal of Eastern Gateway Community College is to remove barriers for student success. This manifests itself in several different ways, from moving to more OER courses that eliminate the costs of textbooks to providing students - locally and through partnerships with labor unions across the country - with last dollar scholarships that have often more than \$163 million in student debt.

Although 2022 has been a successful year, in so many ways, for Eastern Gateway Community College, its leadership is not content to maintain the status quo. To continue to grow and meet the needs of America's 21st Century workforce, the college developed a five-year strategic plan that will ensure that demonstrates a culture of sustainable improvement; continues to be a benefit to learners and responsive to the needs of the communities we serve; remains financially, academically, and reputational solid; and is an industry leader in the completion of online degrees, workforce programs and transfer pathways.

Finally, on-campus students have benefited from investments in the physical infrastructure of the college. The Hess Workforce Building in Steubenville created modern, state-of-the-art training facilities for some of the region's most in-demand jobs, while opening up space for students working on a high school equivalency or learning English to flourish. In Youngstown, the purchase and rehabilitation of the Health Workforce Building creates a modernized space in the heart of Downtown Youngstown. The purchase of Humphries Hall and the attached parking structure, and the partnership with The Mocha House, has breathed new life into the community and also created a more vibrant campus environment.

ENTRY

Improvement Focus Description: Focused areas of improvement include Student Orientation and CSS106 course.

Improvement Focus Current Status: Currently, EGCC has both orientation and first year experience course. However, opportunities for improvement exist in both endeavors to move the needle significantly as it relates to student success.

Focus	Strategy	Leadership	Others	Outcomes	Measure	Timeline
Improvement Objective (college strategy/intervention Objectives)	What will we do differently? What are the action steps for intervention?	Who will be responsible (title)?	Who will need to support/bolster the change and how (title)?	What will be our outcomes indicator of success?	How will we measure success?	What is our timetable?
Improving and increasing participation in the student orientation.	Modify the presentation for the orientation to be specific toward the student's location whether it be College Credit Plus, Online, on the Steubenville campus or the Youngstown campus. Increasing the number of participants.	Senior Vice President & Chief Student Affairs Officer	Director of Student Activities Director of Digital Media	Improved presentation of resources and activities for students at each particular location. Greater communication between campuses and modalities of delivery.	Increase participation of student involvement from all locations and increased measures from student satisfaction survey from this activity.	Implementation to begin Fall 2022.
Improving student success and retention within our student orientation course, CSS106.	Improve the content to be more relevant for all modalities and build contextualized sections to allow students to be paired with other students with a similar degree goal.	Senior Vice President of Academic Affairs Academic Deans	Full-time faculty who teach the course	Greater success within the course with increased grades of A, B and C. Increased demonstration of achievement of the student learning outcomes of the course.	Review outcome assessment data for the course. Review of contextualized sections of the course and compare with one another.	Contextualized sections will begin Spring 2023. Achievement of learning outcomes in progress.

What additional information do we need?

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CONNECTION

Improvement Focus Description: Areas of improvement include Co-curricular activities, increase PLA, Food Pantries and Clothing Closet.

Improvement Focus Current Status: Assessment of co-curricular activities currently does not exist at the institution. PLA does exist; however, the institution believes this is an area that can help students graduate with less debt and in a timelier manner. Food pantry and clothing closets exist; however, in the current economic climate for the students we serve, we know we need to do more to provide the wraparound services to increase the likelihood of success, degree completion and obtaining a well-paying job.

Focus	Strategy	Leadership	Others	Outcomes	Measure	Timeline
Improvement Objective (college strategy/intervention Objectives)	What will we do differently? What are the action steps for intervention?	Who will be responsible (title)?	Who will need to support/bolster the change and how (title)?	What will be our outcomes indicator of success?	How will we measure success?	What is our timetable?
Build and create assessments for co-curricular activities.	Determine co-curricular activities that are important to overall student success, create learning outcomes for these and measure those outcomes in a continuous improvement loop.	Senior Vice President of Academic Affairs Vice President of Institutional Effectiveness Assessment Coordinator	Director of Student Activities	Develop an institutional practice of measuring co-curricular activities and their learning outcomes.	Create a baseline and build targets of improvement.	Implement Fall 2022.
Increase PLA and other means for accepting more credit from non-traditional students to allow for more timely degree completion.	Strategy is to establish the baseline for utilization of PLA and creating targets to increase those numbers.	Senior Vice President of Academic Affairs Associate Vice President, Student Records & Registrar	PLA Coordinator	Increased number of students receiving PLA, particularly military veterans. Increasing credits for students who attended another academic institution.	Demonstrating an increase in both PLA applications and approvals combined with increases in transfer credit accepted.	In Progress

<p>Build on the success of the food pantries and clothing closet to focus on student needs with transportation, childcare, homelessness, etc.</p>	<p>Strategy is to ascertain where our students are in need in areas beyond food insecurities. This would include identifying transportation issues, childcare issues, and housing issues.</p>	<p>Senior Vice President & Chief Diversity Officer Senior Vice President of Academic Affairs Senior Vice President & Chief Development Officer</p>	<p>Director of Career Development Director of Student Activities Director of Articulation & Transfer</p>	<p>Increase in resources provided to students in need. Increase in utilization of the food pantry, clothing closet, providing gas cards, etc.</p>	<p>Measuring persistence, retention, and completion of students we have provided assistance where possible. Creating a baseline of utilization of food pantry, etc. Striving to increase the volume of goods available by 10% each year.</p>	<p>In Progress for the Food Pantry and Clothing Closet at both campuses. Fall 2022 for additional services.</p>
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PROGRESS

Improvement Focus Description: Focused areas of improvement include student success coaching model, develop grids for transfer and build greater collaboration.

Improvement Focus Current Status: The institution has developed a culture of being student focused whereas these areas of focus are meant to build and improve upon this foundation and help our students move forward in obtaining their academic goal.

Focus	Strategy	Leadership	Others	Outcomes	Measure	Timeline
Improvement Objective (college strategy/intervention Objectives)	What will we do differently? What are the action steps for intervention?	Who will be responsible (title)?	Who will need to support/bolster the change and how (title)?	What will be our outcomes indicator of success?	How will we measure success?	What is our timetable?
Establish and implement a Student Success Coaching Model.	Assign each student a student success coach who will offer intrusive advising, interventions and academic planning.	Senior Vice President & Chief Diversity Officer		Students would remark increase satisfaction with the new intrusive advising model. Students will also see an increase in retention and graduation.	Increased term to term retention rates by two percent within two years. Increase year to year retention in graduation rates by two percent within two years.	Implementation to begin Fall 2022.
Develop Grids for Transfer that augment existing work.	Build additional partnerships in route to bachelor's degree completion by existing agreements.	Senior Vice President of Academic Affairs	Director of Articulation & Transfer	Establishing and reviewing the baseline for existing transfer agreements and successful transfer out rates for our students. Also, reviewing and increasing our transfer out rate to our HBCU partner, Central State University.	Increasing rates of transfer to both public and private institutions each year. Monitoring and expanding our ability for our students to successfully transfer to out of state four-year partners.	In progress

<p>Build greater collaboration between Enrollment Specialist and Faculty to improve persistence, retention, and graduation.</p>	<p>Increase the number of meetings occurring between Enrollment Specialists and Academic Program Directors for distribution and understanding of opportunities in every program we offer.</p>	<p>Senior Vice President & Chief Student Affairs Officer</p> <p>Senior Vice President of Academic Affairs</p> <p>Academic Deans</p>	<p>Senior Vice President of Academic Affairs</p> <p>Program Directors</p> <p>Enrollment Specialists</p> <p>Director of Digital Media</p> <p>Senior Vice President & Chief Operations Officer</p>	<p>Strengthen communication which allows for strengthened advising, particularly after the implementation of the student success model.</p>	<p>Increased student satisfaction.</p> <p>Increased and better marketing materials for specific academic programs.</p>	<p>In progress</p>
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COMPLETION

Improvement Focus Description: Focused areas of improvement include review of persistence, retention, and completion rates, develop an equity scorecard, assist the service district, and create a 4-dean model.

Improvement Focus Current Status: Community Colleges often struggle with persistence, retention, and completion rates. The focus areas presented here are to hold the institution accountable to all its stakeholders that it provides equitable opportunities for students to reach their goals.

Focus	Strategy	Leadership	Others	Outcomes	Measure	Timeline
Improvement Objective (college strategy/intervention Objectives)	What will we do differently? What are the action steps for intervention?	Who will be responsible (title)?	Who will need to support/bolster the change and how (title)?	What will be our outcomes indicator of success?	How will we measure success?	What is our timetable?
Compile and Cabinet Review of Persistence, Retention and Completion Rates.	To build an understanding of the importance and significance of persistence, retention, and completion rates to meet the goals of the new strategic plan.	Vice President of Institutional Effectiveness Senior Vice President of Academic Affairs	Senior Vice President & Chief Student Affairs Officer Senior Vice President & Chief Development Officer Senior Vice President & Chief Diversity Officer Academic Deans	As stated in the strategic plan, building the graduation rate up from 15% and reaching for the stretch target of 35%. Increased persistence and retention rates as well.	The Student Success Committee of the institution and the Board of Trustees will continue to measure persistence, retention, and completion data.	In progress
Develop an Equity Scorecard to address any issues with a particular demographic and/or group of students.	To build upon our existing student success information provided by Institutional Research to include a deeper dive into the analysis of the data related to	Vice President of Institutional Research & Reporting Senior Vice President of Academic Affairs	Senior Vice President & Chief Student Affairs Officer Senior Vice President & Chief Development Officer Academic Deans	After creating the baseline for the equity scorecard, setting targets for improvement for all groups in determining strategies if equity gaps exist.	Building an equity scorecard, we will not only measure the success of our students in its entirety but will review persistence, retention, and completion rates	Creation of Scorecard – Fall 2022 Analysis to continue thereafter.

	demographic information within an additional focus on first generation students.				by a variety of demographic information to make sure we are adhering to the mantra of success for all students.	
Assist the Service District with creating a goal of building a strong trained and educated populace for the 21 st century job market.	Determining a baseline and targets for educational attainment throughout the service district.	Senior Vice President of Academic Affairs	Vice President of Institutional Effectiveness Senior Vice President & Chief Development Officer Academic Deans	To increase the percentage of the populous of the service district to have a college credential or a degree.	Determining how the populous in the service district compares with the State of Ohio goal of 65% of the populous having a credential or degree with the goal that each year the service district sees an increase in degree attainment.	Fall 2022
Complete implementation of a 4 Dean model to better maintain the academic rigor and compliance coupled with a dedication to increasing student success.	The institution will move from its current three dean model to a four-dean model. The four academic deans would be for the Arts, Humanities & Social Sciences School; Business & Leadership School; Health Sciences, Natural Sciences, & Public Services School; STEM &	Senior Vice President of Academic Affairs	Academic Deans Vice President of Institutional Effectiveness	This will allow for greater oversight of both adjuncts and full-time faculty which is required by the institution's rapid growth. This also allows paperwork to be handled in a more-timely manner.	Greater employee (faculty) satisfaction. More timely review of adjunct faculty.	Fall 2022

	Information Technology School					
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WORKFORCE

Improvement Focus Description: Many aspects of a strong foundation exist in the workforce areas of EGCC. The focus areas described below are meant to move the needle in such a way that our service district sees EGCC as a partner to build the local talent for existing companies and the new companies that are projected throughout the region.

Improvement Focus Current Status: Workforce is an area that has struggled in the past and is positioned to grow and prosper in the next five years.

Focus	Strategy	Leadership	Others	Outcomes	Measure	Timeline
Improvement Objective (college strategy/intervention Objectives)	What will we do differently? What are the action steps for intervention?	Who will be responsible (title)?	Who will need to support/bolster the change and how (title)?	What will be our outcomes indicator of success?	How will we measure success?	What is our timetable?
For Steubenville Campus: Industrial Courses, Health Course Marketing	Build a marketing campaign to reignite the non-credit offerings associated with industrial maintenance and health offered at the Hess Building in Steubenville.	Senior Vice President & Chief Development Officer	Director of Workforce, Steubenville	Rejuvenation and increased numbers in these courses coupled with an increase in inquiries into these opportunities.	Increases in enrollment and return on investment for the programs.	In Progress
For Youngstown Campus: Energy Programs for in demand jobs such as the new "Voltage Valley"; Staffing to fill needs of programs; Marketing & program offerings	Market and build awareness that EGCC will be a prominent player in the establishment of the Voltage Valley in Mahoning and contiguous counties.	Senior Vice President & Chief Development Officer	Director of Workforce, Youngstown Campus	Increased awareness and offerings provided through non-credit at appropriate locations throughout the northern section of the service district.	Increased awareness, enrollment, and inquiries into these programs. An increase in collaboration with industry partners within the region.	In Progress
Workforce needs to be online to be accountable for reporting to the State of Ohio WIET System	To become in compliance with state regulations, the institution will implement its online presence.	Senior Vice President & Chief Diversity Officer Senior Vice President & Chief	Director of Workforce, Steubenville	The institution will create an online presence to be accountable to	Review of information done periodically to make sure the institution is in compliance with	In Progress

		Development Officer		the State of Ohio WIET System.	State of Ohio regulations.	
To increase revenue, online offerings have to become a priority for Workforce	Working collaboratively, the workforce areas at the two campuses will develop online courses that will augment in-seat offerings at both locations.	Senior Vice President & Chief Diversity Officer Senior Vice President & Chief Development Officer	Director of Workforce, Steubenville	The workforce areas will show an increase in online course offerings and online course enrollments.	Both campus workforce departments will steadily show a five percent increase in enrollment for online offerings annually.	Fall 2022
EGCC Truck Driving School: Recruitment staffing needed to increase class sizes; Instructors needed to increase class sizes; Secretarial/Office Staffing needed to register, answer student calls, and help with recruitment efforts.	Implement strategies that will create greater awareness for enrollment in the CDL program.	Senior Vice President & Chief Diversity Officer Senior Vice President & Chief Development Officer	Director of Workforce, Steubenville	Increase marketing, enrollment, and graduates for the program.	Reduction in cost to the program with trucks on campus parking lot. Increased enrollment of five percent annually.	In Progress

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