

**Presented To:**  
President Dr. Daniel J. Phelan  
Jackson College Board of Trustees

**Presented by:**  
Jeremy Frew, Vice President for Student Services

## **I. Policy Statement**

In order to provide area residents with learning opportunities that will enrich individual lives and contribute to the vitality of the community, the Jackson College Board of Trustees hereby sets forth as its statement of purpose for Jackson College, which shall be reviewed at least annually, the achievement of the following ENDS:

Student/Customer, this key performance area examines Jackson College's student and stakeholder performance results, which have the aim of demonstrating how well the College is satisfying students and stakeholders and engaging them in a sustaining relationship, as appropriate. Performance monitoring measures should include satisfaction, dissatisfaction, engagement, loyalty, and level of achievement of student and customer expectations.

## **II. Executive Summary**

A customer focus within an organization suggests a high priority toward serving its clients' needs. Indeed, having a customer focus is usually a strong contributor to the overall success of an organization and involves ensuring that the various operations of the organization place its customers' satisfaction at the highest levels. In addition, having a customer focus generally includes operating an effective customer service and customer relations program.

This Customer Focus Monitoring Report examines how well the College is satisfying its various stakeholders through a review of related institutional performance results which have the aim of demonstrating how well the College is satisfying students and other stakeholders and engaging them in a sustaining relationship, as appropriate. The College's Customer Focus Committee has identified college stakeholders as including, students, parents, alumni, donors, employees, community members, as well as event participants. Performance is measured using a variety of standard metrics including satisfaction, dissatisfaction, engagement, appreciation, repeat participation and loyalty.

An ongoing commitment of the Committee and College is connecting and building a partnerships with the community and responding to emerging issues or problems. The large diverse community turnout at Free College Day, Spooktacular, Potter Center Events and Easter Egg Hunt, along with the key role the college plays with the Jackson County Drug Summit validates this commitment.

For the past three years, Jackson College has intently concentrated its efforts on student satisfaction and student success. At Jackson College, we believe so strongly in making student success inescapable, we have adopted the motto "Total Commitment to Student Success" (TCS<sup>2</sup>). TCS<sup>2</sup> is a complete fidelity to our students' success. This commitment is a guiding principle to do everything in our power to assist students in realizing their goals.

Jackson College has fully staffed all Student Success Navigator positions as of January 2017. Student Success Navigators follow a detailed Outreach and Intervention Plan designed as a strategic guide for contact points. Navigators continue to receive cross-training and updates from various departments and faculty on a weekly basis. Working along with Jackson College's Guided Pathways work, each of the six pathways has a Navigator serving as a liaison. This will

assist in timely feedback and updates to those serving boots on the ground with Jackson College's student population. Beginning in fall FY '18, the College has assigned navigators to all high school dual-enrolled students. Outside of the strategic outreach points and technical skills advancing through cross-training and time in service, Student Success Navigators focus on building and maintaining trusting relationships. Jackson College was able to put all Navigators (12 at the time of training) through an eight-week online course in Appreciative Advising. Appreciative Advising is a holistic/relationship building approach to serving students' needs. As new employees are on-boarded, they go through similar Appreciative Advising training in house.

The College receives feedback from stakeholders in a variety of ways. The 2017 Customer Focus Monitoring Report is focused on student satisfaction as it analyzed in the, Noel-Levitz Student Satisfactory Inventory, Jackson College Internal Student and Satisfaction Survey. The committee also looked at those additional services offered at Jackson College that supported student success and community engagement, for the Jackson College Health Clinic, Employment Services, Veteran's Resource Center, the Oasis Center (opening September 2017) and Free College Day. This monitoring report will provide annual updates in these areas and will cover customer-focused initiatives currently underway at the College. Highlights include:

- The increased engagement between the Navigators and Students Statistically significant marks of improvements on the Student Services Student Satisfaction Survey;
- The continuous improvement and support of the Veterans Resource Center;
- The data and impact of the community focused initiatives; and
- The performance Data from the Health Clinic and the addition of the Oasis.

### III. Institutional Context

Jackson College has embarked on a quality journey through a number of efforts, not the least of which was our involvement in the founding of the Continuous Quality Improvement Network (CQIN) which has resulted in many College advancements. In addition, the College expanded this commitment over 10 years ago by embracing the Malcomb Baldrige National Quality Award's (MBNQA) quality principles. These principles were later adopted by the Higher Learning Commission (HLC) through the creation on an alternative accreditation process known as the Academic Quality Improvement Project (AQIP). The College is currently expanding its MBNQA efforts by integrating the Baldrige Excellence Framework for Higher Education. One of the key performance areas of AQIP and MBNQA is that of Customer Focus. To assure the appropriate institutional priority on this key performance area, the Board of Trustees adopted the following Customer Focus Board ENDS:

***“Jackson College provides opportunities which enrich cultural, occupational and other intellectual interests of learners and the community.”***

A customer focus and providing excellent customer service to various stakeholders is threaded throughout the College's statement of beliefs, which was approved by the Board of Trustees in 2013. More specifically, the following belief statements speak directly to being customer focused:

We believe...

- The success of our students is always our first priority;
- We must perform our jobs admirably, giving our best service and support every day, for everyone;
- We provide educational opportunities for those who might otherwise not have them;
- In providing employees with a safe and fulfilling work environment, as well as an opportunity to grow and learn;
- Building and maintaining trusting relationships with each other is essential;
- We make a positive difference in the lives of our students, our employees, and our communities;
- We must prepare our students to be successful in a global environment; and
- Our work matters.

Jackson College continues with the motto of a Total Commitment to Student Success (TCS<sup>2</sup>). This, again, is the College's unswerving devotion to meeting and exceeding all students' expectations as we assist those we serve in meeting their goals.

The primary function of the Customer Focus Committee (CFC) is to listen and learn from key customers and stakeholders about expectations, experiences, deficiencies, and to identify areas where celebration of excellence is warranted. Along with the charge to define key customer requirements, the committee is also charged with defining strategies to remain engaged with customers/stakeholders, making recommendations for improvements based on data, and providing ongoing review of stakeholder feedback.

## **IV. External Context**

As community colleges around the country move from focusing strictly upon access to success, and the market for students becomes more competitive, clearly the College must continue to evaluate services and find new ways to connect and build trust with key stakeholders. The College has used the services of Ruffalo Noel-Levitz and more recently Center for Community College Student Engagement (CCCSE) to assist with research and best practices.

Jackson College administers the Noel-Levitz Student Satisfaction Inventory (SSI) every other year. In the Spring of 2014 results indicated a need to improve customer service to students, specifically in the area of academic advising. As a result, for the past two years, the College has focused resources on improving academic advising. Noel-Levitz Student Satisfaction Inventory data from this Spring (2016) indicate a marked improvement in satisfaction levels with regard to advising. Jackson College will be re administering the SSI in February of 2018.

With the commitment to continuous improvement, in 2016 the College began working with the Center for Community College Student Engagement (CCCSE) to annually administer the Survey of Entering Students Engagement (SENSE). SENSE is a research-based tool that allows institutions to easily analyze, monitor and benchmark data. The first SENSE survey was administered in Fall 2016 and along with the SSI report will be the data points to drive the Customer Focused Committees work going forward.

## V. Institutional Performance Reporting and Assessment

Jackson College has launched, or is in the process of launching, a number of initiatives to improve customer satisfaction. Specifically:

### **Student Satisfaction:**

**Student Success Navigators:** Jackson College continues to work diligently towards improving service to students. In previous work with the consultants from Ruffalo Noel-Levitz, who advised “if you can fix advising you can fix your retention problem,” Jackson College has remained focused on this endeavor with ongoing professional development in regards to all aspects of advising, customer service, and proactive case management.

To date: Student Success Navigators have advanced their service to students through:

- Implementation of Navigator Team Leads;
- Appreciative Advising training;
- Implementation a Development Team for advising onboarding and offering timely trainings;
- Took on a larger role with incoming students by proactively calling those registered for orientation and completing the comprehensive New Student Orientation Prep work Checklist; and
- Cross training with various departments:
  - Center for Student Success
  - TRIO
  - Veterans
  - American Honors
  - Prison Education Initiative
  - Financial Aid

Student Success Navigators track all of their contacts through Retention Alert. Prior to the start of a term, three Retention Alert cases are created for actively registered students. These cases serve as a Navigators guide for following the Outreach and Intervention Plan.

During the Fall 2016 semester, Navigators closed 5735 cases by meeting with students face to face. Navigators closed an additional 1306 cases due to meaningful contacts via phone, email or a Navigator other than who is assigned.

The Winter 2017 semester Navigators closed 4812 cases face to face. 2427 cases were closed as meaningful contacts via phone, email or a Navigator other than who is assigned.

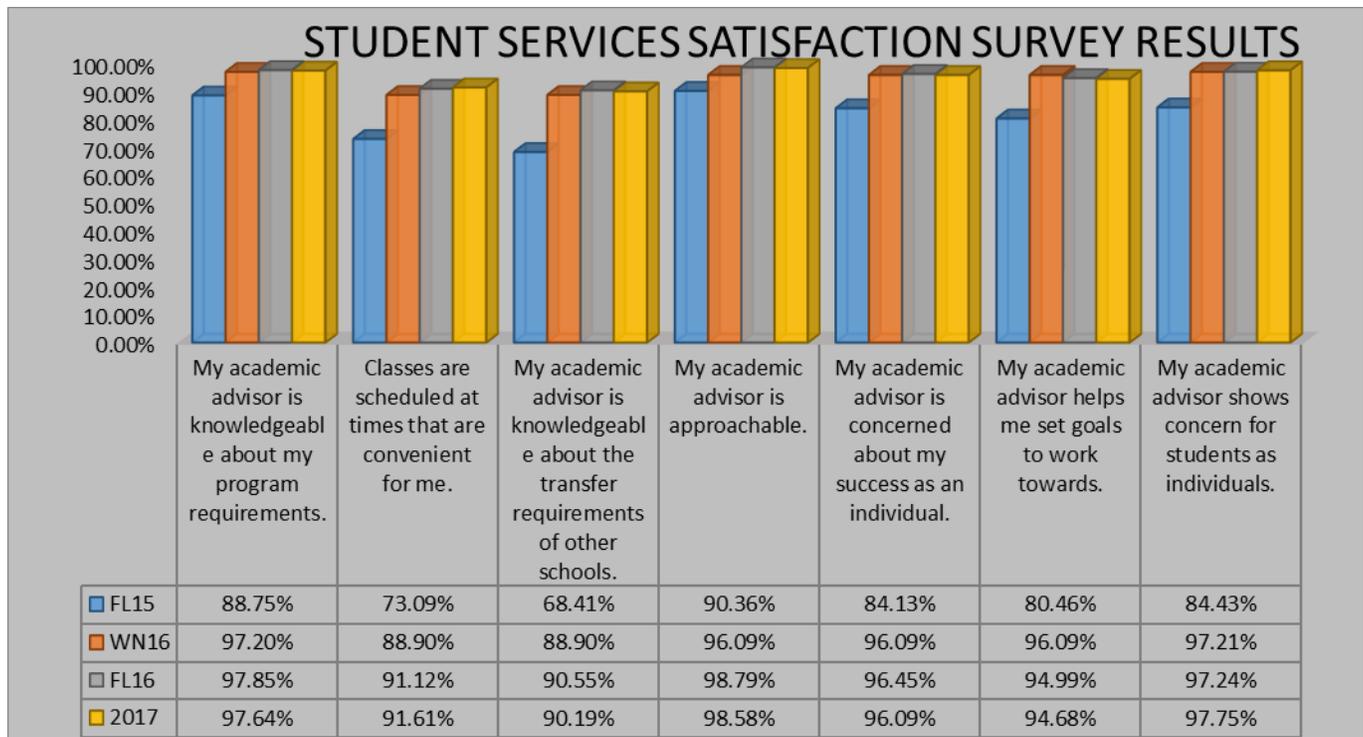
**The Noel-Levitz Student Satisfaction Inventory:** The Student Satisfaction Survey was last administered in Winter 2016 and was done so every other year. To sum up the findings: 7 of the 7 counseling/advising items saw improvements, of which 6 of the 7 were statistically significant. Furthermore, the academic advising program previously ranked lower than other community colleges on average, now ranks higher nationally than other community colleges on 6 of the 7 SSI items. The following chart compares the 2014 and 2016 SSI results for advising items. The SSI survey is scheduled to be administered again Winter 2018.

## Institutional Summary

Scales: In Order With Items That Make Up the Scale - Academic Advising/Counseling

Scale/Item	May 2016			May 2014			Mean Difference
	Importance	Satisfaction / SD	Performance Gap	Importance	Satisfaction / SD	Performance Gap	
ACADEMIC ADVISING/COUNSELING	6.36	5.46 / 1.47	0.90	6.42	5.06 / 1.56	1.36	0.40 ***
6. My academic advisor is approachable.	6.38	5.69 / 1.66	0.69	6.44	5.17 / 1.86	1.27	0.52 ***
12. My academic advisor helps me set goals to work toward.	6.20	5.37 / 1.80	0.83	6.26	4.89 / 1.95	1.37	0.48 ***
25. My academic advisor is concerned about my success as an individual.	6.33	5.48 / 1.71	0.85	6.40	4.81 / 1.92	1.59	0.67 ***
32. My academic advisor is knowledgeable about my program requirements.	6.48	5.49 / 1.78	0.99	6.57	5.22 / 1.86	1.35	0.27 *
40. My academic advisor is knowledgeable about the transfer requirements of other schools.	6.45	5.38 / 1.74	1.07	6.48	5.01 / 1.92	1.47	0.37 **
48. Counseling staff care about students as individuals.	6.32	5.56 / 1.58	0.76	6.31	5.26 / 1.66	1.05	0.30 **
52. This school does whatever it can to help me reach my educational goals.	6.36	5.25 / 1.70	1.11	6.47	5.06 / 1.68	1.41	0.19

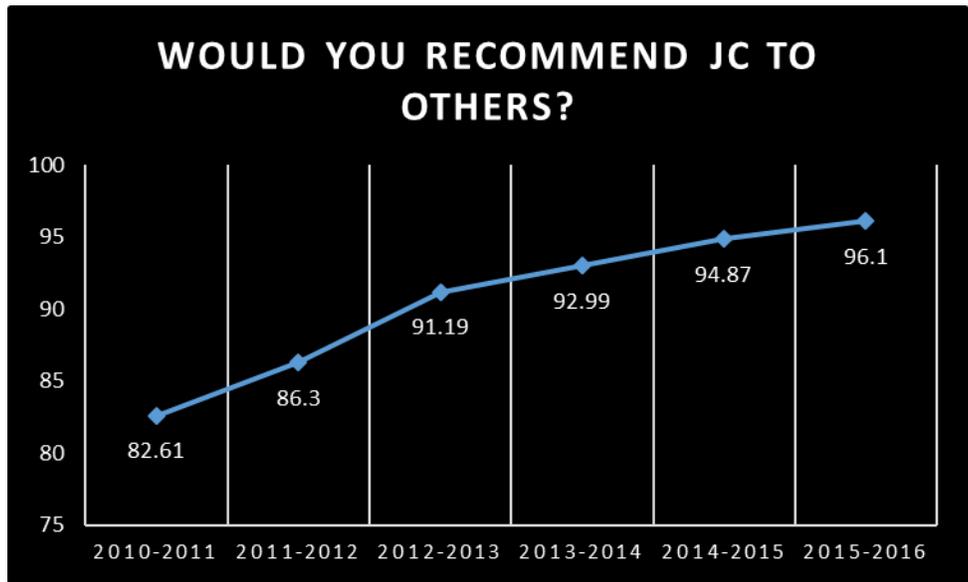
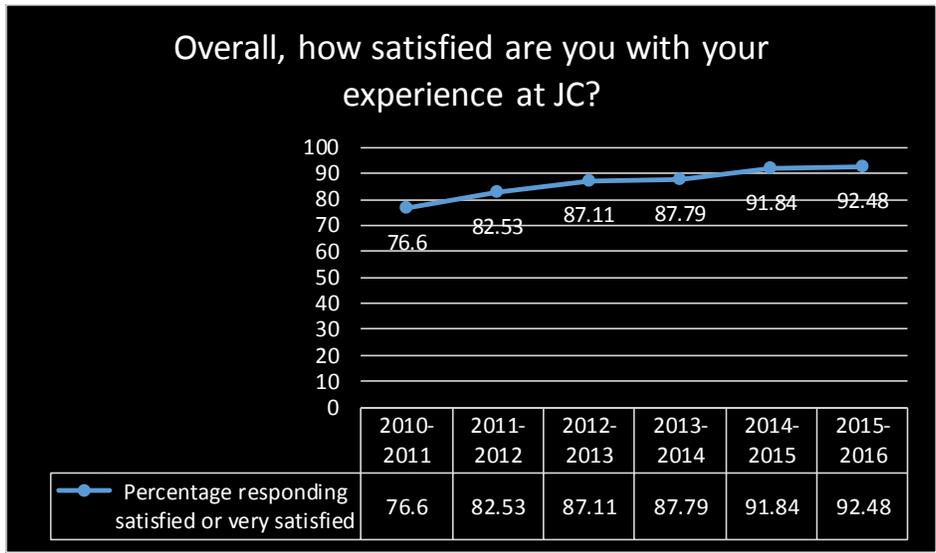
**Internal Customer Satisfaction Data:** Because the Noel-Levitz Student Satisfaction Inventory is only administered every other year, we are continuing to monitor student satisfaction using two internal data sources. The first is through an internally created academic advising survey that specifically targets the items identified as challenges on the N-L SSI. In order to gather the largest amount of responses, Student Services invested in tablets for all Navigators to have; one of the functions of this tablet is to obtain survey results from students. The following chart compares internal student satisfaction data from 2015 to 2017.



The second data source is the Jackson College Graduate Follow-Up survey. The following charts illustrate forward progress on:

- Students' overall satisfaction with their experience at Jackson College

- Whether students would recommend Jackson College to others



**Veterans’ Resource Center:** Jackson College continues to make significant strides in improving comprehensive services for student veterans. The Veterans’ Services Support item is now above the national average (a statistically significant increase was achieved as well) and Jackson College was recently granted military friendly gold status. In 2017, Jackson College also created a veteran-specific Student Success Navigator. The Navigator’s sole mission is to provide a single point of contact for student veterans for all of their academic needs. With the addition of this position, we have truly created a ‘one stop shop’ in the Veteran Resource Center for student veterans.

Jackson College recently submitted an application for a national Military Friendly School status award. This award is granted based off of both public data about the institution and the proprietary data gathered through the application process. Annually, more than 8,800 institutions nationwide apply for this distinguished status. Each school that applies is assessed in the areas of Student Retention, Graduation, Job Placement, Loan Repayment and Loan Default rates for all students and also specifically for veterans. Jackson College will be notified of our status review in late November or early December, 2017.

**Retention Alert:** Retention Alert is an early alert system through eServices at the College. Instructors can create cases for a student in regarding the various reasons that may constitute an early alert intervention by the individual's Student Success Navigator. Jackson College has fully implemented Retention Alert to scale and has this feature in all of its courses. Through this process, the instructor provides pertinent information to the case manager (Navigator) who then follows up with the student and the instructor (with a status update).

**New Student Profile (Intake Assessment)** – Information based on the Big 5 personality assessment, questions relating to Jackson College Pathways (referenced from Michigan Career Pathways) and Navigator designed questions is collected prior to orientation or directly after registration during orientation. Jackson College went live with this initiative in June 2017.

**Food Pantry:** The Jackson College Food Pantry is gearing up for its third year of supporting students who are in need of food assistance. Since the Fall of 2015 when the Food Pantry was started we have successfully raised over 4,700 pounds of food! The pantry is solely supported by Jackson College employees. The pantry has given out 2,700 pounds of food and has served 127 individuals. Starting Fall 2017, the pantry will also be responsible for administering the collecting of winter coats and professional attire for students in need.

**Employment Services:** Through the combined services of Dr. Michelle Shields, Career Coach/Employer Liaison, and Heather Marshall, Work-Based Learning Coordinator, students have access to work-based learning and job opportunities, internship/job search strategies, and a wide variety of other career readiness support. Our newly updated system, College Central Network (CCN), gives students and alumni the ability to post their resumes and career portfolios on job and internship openings across the country. CCN also provides a plethora of career readiness resources including articles, videos, and podcasts. This system streamlines the job posting process for our employers, while allowing the institution to vet and track participants. Still, employers have the option of connecting with a point person to discuss hiring and internship needs. CCN is the perfect way for Jackson College students and the community to become connected. Beginning fall 2017, all career degree students are required to participate in an internship for graduation.

**Internal Customer Satisfaction:** The Noel Levitz Employee Satisfaction Survey was administered during Spring 2016, with 258 employees participating. The survey identified the following strengths:

- *The campus staff are caring and helpful;*
- *I am able to speak candidly to my supervisor about my concerns without fear of reprisal;*  
*and*
- *My supervisor engages in effective two-way communication with me.*

The survey also identified the following challenges:

- *The campus is safe and secure for all students;*
- *Security staff respond quickly in emergencies; and*
- *This institution has a good reputation within the community.*

The Workforce Focus Committee is currently working on an action plan to deal with security issues so our employees feel safe.

**The JC Health Clinic:** From July 1, 2016 to June 30, 2017, the clinic saw 1,130 employees and students, just 42 patients shy of a year ago (which was up over 200 patients from the previous year). The satisfaction rate remains very high, with only 5 patients out of 835 responses with dissatisfaction over health clinic hours.

This past year, the College partnered with Lifeways to provide a mental health clinician two days a week, running out of the health clinic. In September 2018, with the opening of the Oasis Center, and an agreement with Family Services and Children's Aid, we will have two clinicians that will vary schedules, offering outreach activities, training to employees, substance abuse counseling and provide additional resources/referrals as needed.

### **Community Satisfaction:**

**Halloween Spooktacular and Easter Egg Hunt:** The third annual Halloween Spooktacular was held on October 28, 2016. An estimated 2,500 total guests were in attendance and one ton of candy was handed out. Over 75 student and employee volunteers participated in decorating buildings before Spooktacular and passing out candy during Spooktacular.

The College also held its fourth annual Easter Egg Hunt on April 15, 2017. The event's attendance and activities have expanded, so along collecting Easter eggs, children were able to enjoy inflatables, a petting farm and face painting. Approximately 1,800 guests attended the egg hunt and over 40 student and employee volunteers assisting with the event. Leading up to the Easter Egg Hunt, 75 employee and student volunteers stuffed 25,000 eggs with candy.

**Free College Day:** On July 8, 2017, Jackson College hosted the first annual Free College Day on Central campus. The event featured a variety of engaging 45-minute sessions taught by JC faculty and staff, including Cyber Security, What to Expect in College, Homemade Pasta Cooking Demo, Intro to World Travel, Cheese Making, Genealogy, World Travel, Automotive Shop Experience, Drones, Hands-Only CPR, Yoga and more. In addition, community members were invited to explore campus through activities offered in the Quad, such as alumni guided tours, selfie-stations and free hot dogs provided, grilled, and served by the Leadership Council. Free College Day had 230 duplicated pre-registrations for the eleven scheduled sessions, and an estimated attendance of 145 duplicated participants. Session surveys were completed by 126 duplicated participants, of which 91% responded that they have never attended the Easter Egg Hunt, and 96% responded that they have never attended the Halloween Spooktacular.

**Potter Center Theatre Events:** With an improved economy, attendance at the Potter Center events have steadily increased over the past few years. In addition to the economy, an increased presence with social media has helped us to market to more individuals. The 16/17

season was very successful with an average attendance of 800 people (16/17 season average was 675). We also offered \$10 children tickets for both Cirque Ziva and the Sleeping Beauty Ballet. Cirque Ziva was close to selling out with 1,400 ticket sold and Sleeping Beauty had 900. For our 17/18 season, we have offered the \$10 children ticket with three shows so more families can take advantage of these affordable cultural activities.

**Michigan Shakespeare Festival Partnership:** Jackson College has a long-standing partnership with the Michigan Shakespeare Festival (MSF) to host their programming each summer. Their shows are held in our Michael Baughman Theatre and offers our community the opportunity to enjoy professional theatrical experiences on a par with those in metropolitan regions. After a steady decline in ticket sales over the past several years, this year's festival saw a slight increase of 100 tickets compared to last year's sales. Like the Potter Center, MSF is employing new marketing strategies to increase their audience.

**Front Porch Concert Series:** Jackson College's "Front Porch Concerts Series" features three concerts, the Capital City Brass Band, Trombonefest and the Jackson Community Concert Band Pre-July Fourth Concert. These concerts are free of charge and take place outdoors in front of the Potter Center. Under the guidance of Music Instructor Dan Bickel, this year's concerts were a big draw for our community. Although actual numbers are not know, there were large crowds in attendance at each concert.

**Jackson County Drug Summit:** Jackson College partners with The Jackson County Prosecutors Office to host the annual Jackson Drug Summit which focuses on eliminating prescription drug abuse and the use of Heroin in Jackson, County. The Drug Summit is held each December at Jackson College in the George Potter Center. Every major law enforcement agency in Jackson County has served on the Drug Summits Task Force along with Jackson College Administrator Lee Hampton and Board of Trustee Matt Heins. Each year over 200 members of Jackson County and neighboring counties attend the Jackson Drug Summit along with many representatives from medical professions and local pharmacists. A key aspect of the Jackson Drug Summit has been the participation of citizens recovering from Opioid addictions. The key goals of the Jackson Drug Summit has been:

- To raise community awareness of Opioid addictions
- To strategize on developing community partnerships to eliminate prescription opioid abuse and deaths caused by opioid and Heroin overdoses.

## **VI. Goals for the Next 12-month Period**

Over the next 12 months, Jackson College will leverage all of the areas of improvement and specific target goals from its various committees and sub committees, creating continuity between each group so that the institution is focusing on the same goals. The goals will move from focusing on the process and touch points to student outcomes. The goals will be supported and validated by SENSE, SSI and Student Service Survey Surveys. As well as student success data from the Jackson College's Institutional Effectiveness and Reporting Office. The Enrollment Management Plan created by the Recruitment and Retention Steering Committee will assist in identifying specific areas of growth.

Areas to pay particular attention to are:

- Fall to Fall Retention Goal: 46%
- Fall to Winter Retention Goal: 76%
- Increasing adult enrollment by 3%
- Increasing traditional student enrollment by 3%
- Assign a Student Success Navigator to each Jackson County High School for assistance with Dual Enrollment
- Develop and implement wrap around services for summer bridge programs
- Develop and implement Student Life Activities for summer population

## VII. Conclusion

The Customer Focus Monitoring report examined Jackson College's performance results using a variety of metrics for multiple stakeholders. The goal is to holistically understand how the College is satisfying its various stakeholders. Performance monitoring measures include satisfaction, dissatisfaction, engagement, loyalty, and level of achievement of student/customer expectations. In the past twelve months, great strides have been made toward continuous quality improvement in the area of customer services. Highlights include:

- The fantastic results of the Student Service Student Satisfaction Survey.
- The Navigator Model being infused in the Veterans' Resource Office.
- Launching of the first Free College Day
- The new Oasis Center

Jackson College remains committed and focused on providing world-class customer service to all its stakeholders. As a member of CQIN, Jackson College is committed to an ongoing effort of continuous quality improvement. The above initiatives are focused on improving customer satisfaction and are the core to the College's Total Commitment to Student Success (TCS<sup>2</sup>). It is the ongoing goal of the Jackson College and the Customer Focused Committee to provide world-class customer service to all its stakeholders.