



Jackson College Strategic Agenda - FY '18

Key Performance Areas	Demonstrated Student Learning	Customer/Stakeholder-Focused	Valuing Internal & External Customers	Leadership, Planning & Communicating	Organizational Sustainability	Continuous Quality Improvement
Advocate	Dr. Kate Thirolf	Jeremy Frew	Cindy Allen	Daniel Phelan	Darrell Norris/Jim Jones/Jason Valente	Sara Perkin
AQIP Category	Category 1 - Helping Students Learn	Category 2 - Meeting Student and Other Key Stakeholder Needs	Category 3 - Valuing Employees	Category 4 - Planning and Leading	Category 5 - Knowledge Management and Resource Stewardship	Category 6 - Quality Overview
AQIP Category Description	Category One: Helping Students Learn: focuses on the design, deployment, and effectiveness of teaching-learning processes (and on the processes required to support them) that underlie the institution's credit and non-credit programs and courses.	Category Two: Meeting Student and Other Key Stakeholder Needs: addresses the key processes (separate from instructional programs and internal support services) through which the institution serves its customers external stakeholders in support of its mission.	Category Three: Valuing Employees: explores the institution's commitment to the hiring, development, and evaluation of faculty, staff, and administrators.	Category Four: Planning and Leading: focuses on how the institution achieves its mission and lives its vision through direction setting, goal development, strategic actions, threat mitigation, and capitalizing on opportunities.	Category Five: Knowledge Management and Resource Stewardship: addresses management of the financial, physical, technological, and information infrastructures designed to provide an environment in which learning can thrive, students can be successful, and the customer service experience is positive.	Category Six: Quality Overview: focuses on the Continuous Quality Improvement, innovative culture of the College. This category gives the institution a chance to reflect on all its quality improvement initiatives, how they are integrated, and how they contribute to improvement of the institution.
College Council	Academic Council	Customer Focus	Workforce Focus Committee	Leadership Council	CWUG	Administrative Council
Board of Trustees ENDS	<ul style="list-style-type: none"> • Student Success Learning • Student Access 	<ul style="list-style-type: none"> • Community and Economic Development • Customer Service 	<ul style="list-style-type: none"> • Talent Development and Employee Impact • Diversity, Inclusion & Global Monitoring • Safety and Security 	<ul style="list-style-type: none"> • First Team Leadership • Planning and Innovation 	<ul style="list-style-type: none"> • Resource Stewardship 	<ul style="list-style-type: none"> • Quality/Excellence
Description of Key Performance Areas	Jackson College will provide a high quality education in a customer-centered learning environment; as demonstrated through student credential completion, transfer, workforce placement and by competency validation.	Jackson College will provide an exemplary customer service experience in identifying and supporting student, stakeholder, and community needs.	Jackson College employees will demonstrate civility, professionalism and a customer service attitude in all interactions with all persons by providing employees with professional development, commitment to our institutional beliefs, performance accountability, as well as by providing a healthy, safe, and enjoyable work environment.	Jackson College will provide multiple conduits for two-way communication among internal & external audiences, as well as for obtaining input for future direction-setting, and community engagement.	Jackson College will provide responsible stewardship of institutional resources, as well as work to improve its financial performance and fiscal strength.	Jackson College will continue implementing quality-based strategies to maximize efficiencies and resources. Additionally, the College will be and innovative institution of higher education, engaging in routine benchmarking practices and forward-thinking efforts.
3-Year Goals	90% - Fall to Winter Term Persistence; 80% - Fall to Fall, Persistence; and 70% Credential Completion	Improve customer service experience reporting by 5%. Ensure that all SSN experience reporting remains above 95%. Pace survey reporting for internal customer experiences is at 80%	Annual PACE survey data on associated metrics will improve by 5% per year; External customer appraisals will be at the 80th percentile; Employee performance recognition will include a minimum of 75% of the workforce.	Creation and implementation of a new, innovative and sustainable business model for the College	Implement a Resource Planning Model, as well as improve the financial assets of the foundation to provide greater support to the College.	Design and Implementation of a comprehensive business intelligence system that aligns with the new business model of the College.
	1) Accelerated (i.e., 7-week) Semesters: Assess pilot programs and develop expansion for Fall 2018 with full implementation planned for Fall 2019. Will include block scheduling to tie with pathways. Outcomes: 1) We engaged in valuable professional development in preparation for scaling to 7-week terms by visiting Odessa College in TX and Trident Technical College in South Carolina. We are establishing a 7-week Term Implementation Team that will have representation from faculty, staff, and administrators from across the campus to ensure we roll out 7-weeks in as thoughtful, collaborative, and comprehensive way possible.	1) In Collaboration with Jackson County Schools design, develop and implement a Jackson County-wide Early Middle College (EMC). Outcome: The Jackson County Early College (JCEC) has been designed, developed and implemented for fall 2018. As of July 9, we had 264 students registered and 550 interested in participation. We have orientations scheduled for late July and early August.	1.) First year implementation for performance based model for the faculty. Outcome: Implementation of performance-based model for the faculty went well this year. Faculty who did not qualify to receive their bonus were aware after their year-end visit with their deans (or some before). A huge win is that no grievances were filed in disagreement of the dean's decision (well documented process). This year, with the completion of the support staff union contract, Jackson College is now a 100% performance-based compensation institution. Gone are 'steps' and regular increases. 2.) Implementation, roll-out and monitoring of new safety systems: Monitoring Center, Alertus and TIP 411. Outcome: The Security Monitoring Center will be fully operational by August 1. Many new DVR's have been installed as old equipment was failing. ALERTUS is installed on all computers on campuses and computer systems. Roll-out and training/testing is scheduled for later this summer. TIP 411 is proven to be a valuable tool, particularly with housing students; near 140 tips came to security, most complaints of noise, the smell of smoke in housing or students behaving badly.	1.) Increase Coffee and Conversation communication opportunities to quarterly and survey attendees for satisfaction after. Use feedback for continual improvement. Outcome: We are on schedule to ensure we are offering quarterly Coffee and Conversation opportunities for our employees. We have been surveying employees and taking their feedback to improve these meetings	Norris: 1.) Establish a future operations fund and fund it at \$8M. Outcome: A future operations fund has been established and is funded at \$8.7M, more than the goal of \$8M Valente: 1) • Conduct second Major Gifts Campaign study/pre-campaign launch of the following projects: Potter Center theaters; Michigan School of the Arts; Spiritual Center; and Campus Mall. Outcome: The foundation is in process of cleaning up their database to allow for capital campaign and is testing concepts with donors	1.) Strategic Planning - seek external training on strategic planning framework at a leadership level. Outcome: It was determined to not pursue external training at this point.

2017-18 Initiatives	<p>2). CBE: Complete the identification of competencies and assessments for all courses. Submit request to HLC for approval to offer CBE programs. Contact USDOE for financial aid waiver. Outcome: We have roughly 130 courses built out as CBE ready already. We have a distinct CBE Operations Workgroup that meets regularly as well to discuss the roll out of CBE from an operational perspective, including IT, financial aid, and scheduling. We have piloted several CBE-based courses across a few different disciplines already, including computer information systems, sonography, billing and coding, and manufacturing. We are working on our application to HLC and the DOE to start offering our Allied Health General Studies AAS and Health Administration/Insurance Specialist AAS programs (not just courses) in a fully CBE format with a submission goal of December 2018.</p>	<p>2) In Collaboration with Academics(Deans) develop an admissions and student support services plan for Summer Bridge Program to enhance college work preparation. Outcome: In collaboration with Academics, a full process and plan was implemented called "Summer Jets". Due to lack of numbers, the program was modified to a fall initiative called "Ready Set Jet". The program will launch July 19, 2018</p>	<p>3) Implement additional opportunities to recognize and reward our employees, from work at CQIN (anniversaries, birthdays and/or recognizing great job). Outcome: Beginning in January 2018, employees who were celebrating their 1st and 3rd year anniversaries of working here, received a surprise \$25 gift card with a note that they are a rock star and we are glad they are here. Our newer employees loved the recognition and couldn't believe we remembered. The gift card could be redeemed into a specific store card for place like Amazon, EBay, Target, etc</p>	<p>2.)Work with the Board of Trustees to develop, update and advance ENDS policy elements and aligned strategic planning. Outcome: The Board ENDS Policy including the monitoring report contents have been revised and updated. More particularly, we have implemented new ENDS as a way to provide a more focused approach to demonstrating the College's performance</p>	<p>Norris: 2.) Explore a Headlee override millage request in Jackson County Outcome: We have explored the Headlee Override option and have determined that this is not the right time to pursue a millage Valente: 2.) Launch a 90th anniversary Donor/Prospect/Alumni phonathon & crowdfunding campaign. Outcome: We have contracted with Wilson Bennet to conduct the 90th phone campaign to being in October 2018</p>	<p>2.) ENDS/Monitoring - determine optimum reports necessary for formal board inspection. Additionally, evaluate reporting metrics to ensure utility in evaluation and decision-making. Outcome: Half of the new monitoring report contents including metrics have been delivered to the Board. Institutional Effectiveness and the Leadership Team are working close to document data needs for each report. We will continue to tweak the metrics as needed to ensure they make sense and meet the needs of the board</p>
	<p>3). Foundation Studies: Elimination of stand alone developmental education, using an integrated approach only. Outcome: Due to the success of our Accelerated Learning Program (ALP) model in writing, whereby we integrated ENG 131 and ENG 091, in Fall 2017, we started integrating developmental reading with college-level psychology and business courses. We are continuing to eliminate standalone developmental education courses by using an integrated, co-requisite approach, not just for reading and writing, but for math, too. In Winter 2018, a team of math faculty and administrators visited San Jacinto College in Texas to learn how they have boosted student success rates in math by implementing a blended co-requisite model. Starting this Fall 2018, the College will pair college-level and developmental instructors to teach MAT 130.</p>	<p>3). Modify the Student Success Navigator Model to a Pathway-based construction. Outcome: We have modified the student success navigator model to a Pathway based approach. This Guided Pathway approach is also connected to Jackson Preparatory & Early College as well</p>	<p>4) Roll-out and train New NEOGOV Software to assist supervisors and employees in tracking goals, progress, performance pay and career goals. Also improvements to recruiting, applicant tracking and notifications. Outcome: NEOGOV has been rolled out to administrators and members of interviewing committees. The applicant tracking and notifications is working well. The final phase of using the tool for PMI meetings, career goals, etc. is currently being loaded and tested and expect to have it up in running in the next 90-120 days.</p>	<p>3.) Expand Leadership growth and development opportunities for employees. Outcome: The Leadership Council has in place an internal Leadership Development Program and is continually working on additional ways to include development. An individualized focus on discussing goals for development as well as opportunities to achieve these goals is underway for administrators. Particular effort has been made in offering PD opportunities to the Administrative Council and during the 3 Convocations.</p>	<p>3). Conduct a comprehensive review of current scholarship practices at the College. Outcome: We are in process of completing a comprehensive review of scholarship practices. Part of this work has been completed and we are working with a vendor to look at a comprehensive awarding solution</p>	
			<p>5) Review compensation and benefits. Participate in a survey to compare to other colleges. Outcome: Jackson College has participated in three different surveys this year as part of our initiative to review compensation and benefits. The one of most interest was comparison of positions to other community colleges in the State, which was conducted by a firm contracted by Lake Michigan College. We are awaiting those results. We also participated with 84 higher education institutions around the state on presidential compensation including salary, incentives, benefits and bonuses</p>	<p>4.) Re-establish Community Advisory Councils for providing input to the College on an annual basis. Outcome: Community Advisory Group (CAGs) meetings were successfully held in the spring in Jackson, Lenawee and we will be holding twice a year moving forward. We feel confident that the community members at the table will be strong contributors as we continue building relationships. We have also added a Young Professionals advisory group and are currently working to engage other minority groups in an advisory capacity as well.</p>	<p>4). Explore software tools to assist with student retention. Outcome: Some initial research has been completed, but this is on hold pending resources both financial and labor.</p>	
			<p>4). Review optimum staffing levels. Outcome: HR/Talent is looking for a tool to use in the evaluation of optimum staffing levels. While we have trend data that coincides with BCH, some of the additional boutique programs (international, PEI, Veterans) makes it more difficult to compare</p>			