Jackson College Strategic Agenda
Fiscal Year 2021

**Together we inspire and transform lives. – Jackson College Mission**

### BHAG

<table>
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<tr>
<th>90/80/70 – Fall-Winter Persistence/Fall-Fall Persistence/Graduation Rate</th>
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### Policy Governance ENDSs

- Residents of Jackson County and non-chartered Counties have learning opportunities that prepare them to be successful global citizens and contribute to community vitality at a cost that demonstrates wise and sustainable stewardship of resources.

### Higher Learning Commission Criteria for Accreditation

1. **Mission**: Jackson College’s mission is clear and articulated publicly; it guides the College's operations;
2. **Integrity**: Jackson College acts with integrity: Our conduct is both ethical and responsible;
3. **Teaching and Learning**: Jackson College provides quality education, wherever and however our offerings are delivered;
4. **Teaching and Learning**: Jackson College demonstrates responsibility for the quality of our educational programs, learning environments, and support services, and we evaluate their effectiveness for student learning through processes designed to promote continuous improvement; and
5. **Institutional Effectiveness**: Jackson College’s resources, structures, and processes are sufficient to fulfill our mission, improve the quality of our educational offerings, as well as to respond to future challenges and opportunities.

### Leadership Council Advocate(s)

<table>
<thead>
<tr>
<th>Cindy Allen, Chief Operating and Talent Officer</th>
<th>Jeremy Frew, Chief Instructional &amp; Student Services Officer</th>
<th>Sara Perkin, Chief of Staff</th>
<th>Jason Valente, Chief Advancement Officer</th>
<th>Darrell Norris, Chief Finance Officer</th>
<th>Lee Hampton, Chief Diversity Officer</th>
<th>Jim Jones, Chief IT and Plant Officer</th>
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### Contributing Objective

- **To assist the President, in part, through the maximization of College’s efficacy through the meaningful, effective and equitable means of locating, recruiting, developing, compensating, evaluating, and retaining diverse talent.**
- **To assist the President, in part, by ensuring equal access to educational opportunities for all students, as well as providing for student’s health, well-being, engagement and academic success.**
- **To assist the President, in part, by ensuring that established goals are achieved, the protection of the President’s interests, as well as advising the President on key issues, and providing governance support.**
- **To assist the President in part, by directing the financial goals of the President, managing the financial actions, including cash flow monitoring, long-term financial planning, internal controls, and financial analysis.**
- **To assist the President, in part, by working ultimately grow an inclusive and diverse organizational and student culture by conceptualizing, guiding, supporting, and ensuring its existence and embrace across the whole of the institution.**
- **To assist the President, in part, through the advancement of enterprise goals of the College, end-user responsibility, as well as providing responsible, safe innovative, efficient, and optimal campus environment.**

### Principal Goals for FY ’21

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<tr>
<th>75% of all College employees will receive Performance Recognition.</th>
<th>Advance deployment of CBE across the curriculum, including integration of prior learning assessment</th>
<th>100% completion of all PG policy updates, as well as new board monitoring report formats.</th>
<th>15% increase in new, alternative revenue streams to the College from grant</th>
<th>Complete the development of a financial model for instructional programs, and all College options</th>
<th>Disaggregate organizational data and conduct a racial bias audit across the whole of the College, the</th>
<th>Full deployment of 8 Tiny Homes no later than November.</th>
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Q1 Update
09.30.20

100% of the Leadership Academy Graduates will be trained to serve as new employee mentors.

100% of all FT/PT/Adjunct employees will complete training in the new Title IX Guidance, and Sexual Harassment.

100% of all College student employees will complete training in a pilot program that includes: customer service, JC values & beliefs, sexual harassment, Title IX, and office ergonomics, the results of which will inform a scaled program in FY ’22.

100% of staff (PLA) processes, and the resubmission of the business CBE request.

Establish Jackson College Virtual as a fully-effective, high quality, student completion-driven, online program, with 30% of online courses delivered synchronously no later than the Winter Semester.

Academic Visioning and Planning: Develop and design systems that ensure that access, equity, diversity and inclusion are built into the academic practices, curriculum and student services.

Completion of 2nd year contract targets with ASR Analytics: NSC data, LC Dashboard, & training.

Complete evidence gathering of HLC accreditation criteria, and develop a JC plan according to the HLC timeline for continuing accreditation to be shared with LC.

and other revenue sources.

Complete the JC Foundation Jets Scholarship redefinition, ensuring equitable access to all students.

10% increase in annual funding levels of support directed to the College.

in a predictable and sustainable design. Complete a successful third-party and state audit, with particular attention to the implications of COVID and related Federal and State support revenues.

Ensure the elimination of all online fees in the FY ‘22 budget development.

results of which will be used to develop a institutional culture enhancement program.

Collaborate with academic colleagues to infuse diversity, equity, and belonging across the curriculum, as well as to implement a diversity graduation course requirement beginning in FY ’22.

Quarterly meetings with each of the community, affinity groups, including the appointment of liaisons by Q2, and the development of recommendations that inform the FY ’22 budget.

Prepare a deferred maintenance report no later than the end of Q4.

Evaluate and make recommendations regarding the migration from MS to Google to be deployed in FY ’22.

Deploy two-factor authentication process no later than the end of Q3.

Prepare a report of recommendations that leverage existing college technologies that can enhance the online customer experience, within financial capacities.

We have resubmitted an application to HLC for our Business Program to be delivered in a CBE modality.

The winter 2021 schedule is built and over 30% of the courses have required synchronous components.

All policies have been updated.

Treatment of Students Monitoring report is in final draft form and will go to the Board at the October 12th meeting.

ASR - NSC Data – Currently Validating. Automate and obtain National Student Clearinghouse data

Grant writer was hired and interviews and data collection began 7/20. $2M SCC grant submitted 10/8. Will review portfolio with writer in October

Scholarship redefine is underway. College support is at $85,000 out of $110,000 goal.

Financial model for instructional programs is in progress (document included)

-Committee has been selected and first meeting is Oct 2020.

-Met with curriculum committee and GEO7 is being modified.

-Diversity committee is being renamed Diversity, Equity and Belonging Committee, relaunching Oct 2020 which will provide guidance to infuse

CV4 (PROJ: p0929) Four homes to arrive on 9/30 and are to be ready for occupancy early November 2020. Two additional homes to be started in October 2020 and are targeted to be ready before WN21 classes.

ps629) Four homes to arrive on 9/30 and are to be ready for occupancy early November 2020. Two additional homes to be started in October 2020 and are targeted to be ready before WN21 classes.

Last revision: 08/31/20
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<th>Throughout the academic year.</th>
<th>The Vice President of Diversity, Inclusion &amp; Belonging is now a standing member of the Curriculum Committee. Conversation has begun on the redesigning or development of a new GEO that better equips our students with an understanding of equity, inclusion and belonging.</th>
<th>for our data warehouse. ASR worked with IT to develop a secure location where IRE could place National Student Clearinghouse data requests. IRE creates the file which ASR will push through to the National Student Clearinghouse. The file gets returned and student information is updated within the data warehouse.</th>
<th>LC Dashboard – In Development Information was sent to ASR on 9/23. ASR has already created a handful of reports that will fulfill some of these requests. Will look into putting them into dashboard. Training – Waiting Evidence has been gathered for all criteria for the Assurance Assurance. Writing is underway and then the next step is to</th>
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<tr>
<td>100% of the Leadership Academy Graduates will be trained to serve as new employee mentors. 10 of the 12 Leadership Academy graduates are participating in our first Mentoring training with some of our new employees and will remain with them for their first 6 months of employment. Currently, we have 7 active mentorships. In October 2020, there will be another Mentoring Training Session and each new employee moving forward will be paired with a trained mentor to help them navigate the Jackson College culture. We are also in the planning stages of Leadership Academy 2021.</td>
<td>100% of all FT/PT/Adjunct employees will complete training in the new Title IX Guidance, and Sexual Harassment. As of 9/21/20, 123 have completed it and 299 are assigned to it. Title IX training deadline: October 30th</td>
<td>equity, diversity, and belonging across campus and curriculum. -Meeting with Affinity Groups has been held. Liaison positions have been submitted to HR which will then be brought to leadership for approval Oct 2020.</td>
<td>Deferred maint (PROJ: p0930) Several vendors that specialize in this market have been shopped by Darrell and Jim. Costs for this analysis are $80-$100k. Google: Cost comparisons are underway. MFA – multi-factor authentication (PROJ: p0713) This service has been deployed for all users of the VPN technology. The next phase is intended to be used by all employees for logging into any ADFS authenticated service. Multi-year quotes are being gathered currently to leverage pandemic funds. Existing technologies to enhance online customer service… IT meetings often</td>
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Last revision: 08/31/20
Edustaff ran a mass communication to all Adjunts on 9/21 about the training. Deadline is 12/31/20. It will impact their payroll if they do not complete the training by 12/31/20 but this date provides a 3 week cushion for completion before the start of the next term. Since the communication was just sent on 9/21, we have no completion numbers.

100% of all College student employees will complete training in a pilot program that includes: customer service, JC values & beliefs, sexual harassment, Title IX, and office ergonomics, the results of which will inform a scaled program in FY’22. All active student employees are enrolled in a mandatory Jet Net Class. This was launched 9/17/20. 31 enrolled, and 1 who has completed all of the requirements. Student employee training deadline December 19th for current students.

Q2 Update
12.31.20

work on a plan incorporating employee feedback into the Assurance Argument.

include this type of conversation. The longstanding IT Liaison group is intentionally designed to provide a path to facilitate customer success and feedback conversations. A formal report with diverse perspectives and influence specifically regarding online tools, systems, and supports will be produced by May 2021.
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<tr>
<th>Quarter</th>
<th>Date</th>
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<tbody>
<tr>
<td>Q3 Update</td>
<td>03.31.21</td>
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<tr>
<td>Q4 Update</td>
<td>06.30.21</td>
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<tr>
<td>FY’21 Summary</td>
<td>06.30.21</td>
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