Jackson College Strategic Agenda
Fiscal Year 2021

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

BHAG	90/80/70 – Fall-Winter Persistence/Fall-Fall Persistence/Graduation Rate						
Policy Governance ENDs	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. <u>Mission:</u> Jackson College's mission is clear and articulated publicly; it guides the College's operations; 2. <u>Integrity:</u> Jackson College acts with integrity: Our conduct is both ethical and responsible; 3. <u>Teaching and Learning:</u> Jackson College provides quality education, wherever and however our offerings are delivered; 4. <u>Teaching and Learning:</u> 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. <u>Institutional Effectiveness:</u> 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)	Cindy Allen, Chief Operating and Talent Officer	Jeremy Frew, Chief Instructional & Student Services Officer	Sara Perkin, Chief of Staff	Jason Valente, Chief Advancement Officer	Darrell Norris, Chief Finance Officer	Lee Hampton, Chief Diversity Officer	Jim Jones, Chief IT and Plant Officer
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 the development and deployment of a plan for the significant growth of the College through resource strengthening.	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	75% of all College employees will receive Performance Recognition.	Advance deployment of CBE across the curriculum, including integration of prior learning assessment	100% completion of all PG policy updates, as well as new board monitoring report formats.	15% increase in new, alternative revenue streams to the College from grant	Complete the development of a financial model for instructional programs, and all College options	Disaggregate organizational data and conduct a racial bias audit across the whole of the College, the	Full deployment of 6 Tiny Homes no later than November.

	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.	(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.
Q1 Update 09.30.20	75% of all College employees will receive Performance Recognition. For the academic year 19/20 that just finished, employees who should have received performance pay is well over 90%. We are hopeful that these individuals could still receive some kind of recognition this year. Moving forward in 20/21, goals are being established and will be tracked	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.

	throughout the academic year. 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. 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	The Vice President of Diversity, Inclusion & Belonging is now a standing member of the Curriculum Committee. Conversation have begun on the redesigning or development of a new GEO that better equips our students with an understanding of equity, inclusion and belonging.	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. 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 criterions for the Assurance Filing.. Writing is underway and then the next step is to work on a			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.	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

	Edustaff ran a mass communication to all Adjuncts 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.		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.
Q2 Update 12.31.20	2nd Quarter Update: The College Administration and	**CBE:** We have resubmitted an application to HLC	Monitoring Reports: Treatment of Students, Financial Conditions &	Foundation waived second six months of rent for Maher	Financial model for instructional programs is complete and will be	ATD coaches will be meeting with the Chairs of the Equity Audit	CV4 (PROJ: p0929) 4 homes are available to be

	Union leadership agreed upon giving our FT and PT regular employees performance pay, not on base, at $500 for PT and $1,000 for FT employees. Of those eligible, 96.9% received performance pay. (A $200 Amazon gift card is also being sent to Adjuncts, currently teaching and in good standing.)

Leadership Academy will have a mentoring portion this year. Begins January 2021. Active mentorships are still meeting.

261 employees have completed the new Title IX Guidance and Sexual Harassment Training out of 299 assigned on 9/21/20

Quarter 2: 146 completed out of 447 total Edustaff Adjuncts. 32.6% (Third Quarter will verify as we only have 200 adjuncts teaching this current semester … which would increase the percentage significantly.)

Regarding the pilot program for student employees, Those students are no longer working for us because of | for our Business Program to be delivered in a CBE modality. HLC has notified us, that we should have an answer by January or February.

JC Virtual: The winter 2021 schedule is built and over 30% of the courses have required synchronous components. The Director, College Jackson College Virtual is putting together a faculty driven committee that will review and assist in the development of online course shells. This will promote and ensure course quality and consistency.

Academic Vision and Planning: The Vice President of Diversity, Inclusion & Belonging is now a standing member of the Curriculum Committee. Conversation have | Activities; Communication & Support to the Board have been completed and presented to the board as of 12.31.20.

ASR: The data warehouse is up and running with major validation completed as well as the BI dashboard that has reports requested by the Leadership Team.

Assurance Filing: Writing is still in progress. | Campus totaling $100,000 or $200,000 for the FY.

Three new endowed scholarships have been created

Department of Justice grant underway for $300,000.

Grants are underway to support RSJ initiative and CV4 homes.

$1,250,000 provided by Foundation and donors to finish Sheffer Music Hall and Potter Center South Entry

Revised Scholarship processes have been implemented for 2021-2022 award cycle. Changes include a streamlined application, an integrated platform with the Colleague to streamline the application process. Requirements and processes have been reduced to make the application and awarding process more equitable by removing potential | reviewed with leadership counsel soon.

The College has wrapped up the FY20 audit and received a clean unmodified opinion.

We will be phasing the elimination of online course fees out of the operating budget. We will be doing this with the assistance of federal rescue dollars through the course of FY22. | Committee on March 22nd to discuss the training ATD will provide for the Equity Audit.

GEO 7 update: A cross sectional team from the Curriculum and the Assessment Committee has been meeting focusing on creating a much more robust and focused GEO 7 and strong progress has been reported.

Affinity Groups update: 5 Affinity Groups Liaisons have been hired (expected to start in April) and 3 other positions are being posted the week of March 22nd.

The CEO Committee has identified the 4 areas they are working on to infuse greater Equity throughout the institution: Access, Success, Programs, and Completion. They are now moving forward to identify a single point of focus for each of the four areas with a April deadline to identify each point. | occupied. One of them was occupied by our first family on 3/12/2021. The last 2 homes, which are ADA compliant, will be ready to be occupied by mid-April 2021.

Deferred maint. (PROJ: p0930) No change. Costs for this analysis remain $80-$100k.

Google: Information was provided and there was no significant cost savings. It was decided that we continue to leverage and explore our Microsoft product stack.

MFA – multi-factor authentication (PROJ: p0713) Deployed to IT at this time to test 7 of the 23 most used ADFS connected applications. Once deployed to other departments each application will |

	moving back to remote environment.	begun on the redesigning or development of a new GEO that better equips our students with an understanding of equity, inclusion and belonging. We have also started exploring how to build the equity lens into our academic review processes.		barriers to participation or application completion. Zoom Speaker and Information Series being launched in Spring 2021 for donors and community,			have an enhanced level of authentication requirements. Multi-factor technology helps to protect against compromised credentials.
Q3 Update 03.31.21							
Q4 Update 06.30.21							
FY '21 Summary 06.30.21							