

## Jackson College Strategic Plan (2014-2017)

<b>Key Performance Areas</b>	Student Learning	Stakeholder-Focused	Valuing People	Leading and Communicating	Financial & Operational Sustainability	Continuous Quality Improvement
<b>Advocate</b>	R. Woods	J. Frew / J. Valente	C. Allen	D. Phelan/S. Perkin	D. Norris/ J. Valente	D. Phelan/S. Perkin
<b>AQIP Category</b>	Category 1 - <i>Helping Students Learn</i>	Category 2 - <i>Meeting Student and Other Key Stakeholder Needs</i>	Category 3 - <i>Valuing Employees</i>	Category 4 - <i>Planning and Leading</i>	Category 5 - <i>Knowledge Management and Resource Stewardship</i>	Category 6 - <i>Quality Overview</i>
<b>AQIP Category Description</b>	<b>Category One: Helping Students Learn:</b> 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.	<b>Category Two: Meeting Student and Other Key Stakeholder Needs:</b> addresses the key processes (separate from instructional programs and internal support services) through which the institution serves its external stakeholders in support of its mission.	<b>Category Three: Valuing Employees:</b> explores the institution's commitment to the hiring, development, and evaluation of faculty, staff, and administrators.	<b>Category Four: Planning and Leading:</b> 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.	<b>Category Five: Knowledge Management and Resource Stewardship:</b> addresses management of the fiscal, physical, technological, and information infrastructures designed to provide an environment in which learning can thrive.	<b>Category Six: Quality Overview: focuses on the Continuous Quality Improvement</b> culture and infrastructure of the institution. 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.
<b>Board Monitoring Report(s)</b>	<ul style="list-style-type: none"> <li>• Instruction</li> <li>• Completion</li> <li>• Student Learning</li> </ul>	<ul style="list-style-type: none"> <li>• Student/Customer</li> <li>• International</li> </ul>	<ul style="list-style-type: none"> <li>• Workforce</li> <li>• Diversity</li> <li>• Safety</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Finance</li> </ul>	<ul style="list-style-type: none"> <li>• Accreditation</li> <li>• Process</li> </ul>
<b>Description of Key Performance Areas</b>	Jackson College will provide a high quality education in a student-centered environment; improving student outcomes of completion, transfer, and workforce placement.	Jackson College will provide a high quality student experience, community connection, service above self, supporting external stakeholders, collaboration, ownership, and student retention.	Jackson College will demonstrate value of all employees through their development and appreciation, as well as by providing a healthy, safe, and enjoyable environment.	Jackson College will demonstrate active, two-way communication, supportive processes and structures, expressing the 'why' of our decisions, while also providing opportunity for input in setting future direction, and community engagement.	Jackson College will provide responsible stewardship of institutional assets; improving financial performance and fiscal strength.	Jackson College will continue implementing quality-based strategies to maximize efficiencies and resources.
<b>3-Year Goals</b>	Increase two-year student completion plus transfer rates to 25% by 2017	Increase student satisfaction rates to 80% by 2017	Increase employee satisfaction rates to 80% by 2017	Increase professional development of Administration with 80% participation in Jackson College Leadership Academy by 2017	Improve HLC ratios by funding a 3-month cash reserve fund to a minimum of \$11,000,000 by 2017	Implement three initiatives related to continuous quality improvement

<p>2016-17 Initiatives</p>	<p>1.) Complete final implementation of Guided Pathways model by Fall 2016  <b>OUTCOMES</b> 1) Participation in AACC Pathways Institute provided opportunity to develop baseline metrics and action plan (see INSTITUTE #1 SHORT-TERM ACTION PLAN_FINAL(3) - rsw.docx)  2) Achieved implementation of Guided Pathways model for Fall 2016 3) 2015 - 25.4%, 2016-24.4%, 2017 - 31.6%</p>	<p>1). In support of TCS2, decrease navigator caseloads to 700 students/navigator (KH)  <b>OUTCOMES</b> 1) As of June 2016, 12 navigators and 5,371 students = 448 students/navigator. Following individual appointments with navigators, all students are asked to complete a short satisfaction survey. In all 7 areas, the results are over 90%. All areas have had a significant increase since fall 2015 when the survey was first implemented.  2). Baseline alumni and community support and engagement through college-sponsored activities (JV)  <b>OUTCOMES</b> 1) An alumni survey pilot was conducted in 2016 and an indepth survey for wide ranging distribution will be launched in FY17</p>	<p>1). Develop and deploy an inclusive strategy to engage employees in community service projects and college community/family events (Action Project)  <b>OUTCOMES</b> 1) A list of services/partnerships in the community has been developed with 86 service opportunities currently available  2) 172 Jackson College volunteers visited eight JPS schools  3) 150 JC employees helped with spring clean-up at four area parks 4) In Spring 2017, employees completed a 46 questionaire (Pace) and results yielded an overall 3.923 mean score out of 5.0 (78.46%). Administrators rated the campus climate the highest with the mean score of 4.16, followed by faculty with a 3.94 and staff with a 3.88. The number of employees who participated in the survey increased significantly from two years ago and our institution beat the national average.</p>	<p>1). Develop and implement the Jackson College Leadership Academy  <b>OUTCOMES</b> 1) A Leadership Academy was developed and began September 2016. After the success of the first, a second cohort is planned to begin October 2017. 2) In addition, three employees participated in the first MCCA Leadership Academy. There are four employees beginning the second cohort fall 2017.</p>	<p>1). Complete the Foundation Major Gifts Campaign with \$6M total donations (JV) <b>OUTCOMES</b> 1) achieved the milestone (\$19.5M committed) and announced the Maher Edowed Chair and campaign totals during Convocation as well as on social media. Fund balance now stands at \$15.8M.  2) Increase fund balance to three months operating budget (DN)  <b>OUTCOMES</b> 1)The College's collevetive unrestricted Fund Balances as of June 30, 2016 is \$12,679,588 or 28% which is above the Board's policy requirement.</p>	<p>1). Process Map one mission critical process <b>OUTCOMES</b> 1) Students Becoming Housing Residents was process mapped and improvements were implemented which had consequent efficiencies in the process.  2) Paying Adjuncts for Instruction was process mapped with improvements implemented also increasing efficiencies. 3) Additional mapping has been completed for Inmates becoming registered and paid and a mapping is in progress for the Ombudsman. Additionally, the first part of training the trainer has been held with apprcimately 8 employees attending and the second session is being held in October. This will encourage process thinking campus wide.</p>
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<p>2016-17 Initiatives</p>	<p>2).</p>	<p>3). Implement the Retention Management Plan section on intrusive advising and outreach intervention (KH)  <b>OUTCOMES</b> 1) As of June 2016, 100% of the plan has been implemented  2) Appreciative advising training completed by all navigators  3) Noel-Levitz 2016 Student Satisfaction Inventory 'Advising' category and survey item scores improved over the 2014 results. The SSI is planned for Winter 2018.</p>	<p>2). Develop and deploy an inclusive plan to engage employees in some of the college's decision-making and planning processes (Action Project)  <b>OUTCOMES</b> 1) The Innovation Fund (New Idea) process designed and mapped. Funds for FY 18 need to be allocated for this initiative.</p>	<p>2). Design and deploy a process for engaging employees in some of the college's operational and strategic decision-making  <b>OUTCOMES</b> 1) The Innovation Fund (New Idea) process announcement at Winter 2016 convocation providing a process map and a innovation documentation form to help employees submit their ideas to the college. 2) The PACE survey results have informed leadership that they would like to have their voices heard and know the impact decisions have on their day-to-day responsibilities.   3). Increase employee satisfaction with internal communications by developing a comprehensive plan and strategies  <b>OUTCOMES</b> 1) A communications plan has been written. The communication plan identifies the message type, message frequency and message method and helps the President organize and plan his communications strategy. These methods include</p>	<p>2). Advance a millage request to the voters  <b>OUTCOMES</b> 1) We contracted with an external company who helped us determine we should not pursue a millage in Lenawee county at this time. The Board continues to discuss the viability of a future millage request in Lenawee County.</p>	<p>2). CQIN initiative to advance college ENDS  <b>OUTCOMES</b> 1) A cloud based spreadsheet was developed to house action outcomes from weekly leadership meetings and included the action item owner, the date added, the status and details. These items are reviewed at the end of Leadership Council meetings to ensure all Council members agree on what is being added and who the owner is. This system allows for accountability trackability. Our effort going forward will be to deploy a sustainable business model for community colleges.</p>
<p><b>Initiative(s) Data Source:</b>  (Align these to Institutional Dashboard)</p>	<ul style="list-style-type: none"> <li>- Program selection can only be completed using the Ellucian Planning Module</li> <li>- Course selection can only be completed using the Ellucian Planning Module</li> <li>- VFA two-year student completion rate plus transfer rate meets 3 year goal threshold</li> </ul>	<ul style="list-style-type: none"> <li>- ODS data = # students / # navigators</li> <li>- Graduate Survey - questions to use are Recommend JC and Return to JC for education</li> <li>- Noel-Levitz Overall satisfaction and Advising benchmark scales</li> <li>- Internal Survey Monkey survey's seven metrics on advisors (aggregated)</li> </ul>	<ul style="list-style-type: none"> <li>- Noel-Levitz IPS survey Overall Importance and Satisfaction benchmark scales, including gap between scales</li> <li>- Feedback from participants at campus events</li> <li>- Baseline participation rates at meetings inviting employees into planning and decisions (# participants/#total employees for every meeting - aggregated)</li> </ul>	<ul style="list-style-type: none"> <li>- Baseline participation rates of Administrators completing Leadership Academy (# completers/# of administrators)</li> <li>- Noel-Levitz IPS survey Overall Importance and Satisfaction benchmark scales, including gap between scales</li> <li>- Baseline participation rates of employees engaged in the decision-making process</li> <li>- Evidence of a documented plan &amp; process for employee engagement in decision-making</li> </ul>	<ul style="list-style-type: none"> <li>- HLC Composite Financial Index (Annual Institutional Update)</li> <li>- Monthly Treasurers Report as of June</li> <li>- Evidence of a major gifts campaign plan &amp; announcement</li> <li>- Evidence of a millage request submitted for community vote</li> </ul>	<ul style="list-style-type: none"> <li>- Evidence of one As-Is process map</li> <li>- Evidence of one To-Be process map</li> <li>- Baseline documented Process Performance Metrics</li> <li>- Baseline participation rates in CQIN initiative (# participants/# employees)</li> </ul>