

**STRATEGIC PLAN
2005-2010**



**Prepared by the Jackson State Community College
Institutional Effectiveness Coordinating Council
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I.0 LEADERSHIP

- 1.1 Jackson State Community College will be recognized by the citizens of the 14-county region as a primary point of access for higher education.

Rationale: Economic well-being and quality of life are closely linked to the levels of educational attainment of the citizens. Jackson State's mission is to enhance the quality of life of its community, therefore, the institution assumes leadership for promoting the value of higher education and improving educational attainment levels.

1.1.1. Survey citizens in the 14-county service area to determine levels of awareness of Jackson State.

1.1.2. Promote JSCC Mission in the 11 counties not housing a JSCC campus/center as documented by Effectiveness Year-End Reports and focus group results for each county.

1.1.3. Create P-16 councils throughout the service area.

1.1.4. Promote workforce development by increasing by 2% annually the number of individuals enrolled in credit and noncredit courses designed with intent of providing enhanced job skills.

- 1.2 Jackson State Community College will implement an initiative to improve the collection, analysis, availability, and security of institutional data to increase the effectiveness of services and to document the college's value to its stakeholders.

Rationale: In order to assure competitiveness, integrity, and accurate decision making, Jackson State will continuously upgrade technology to enable ease of internal access, speed, accuracy, and security of data.

1.2.1. Convert to a relational data computer system (SCT Banner).

- 1.3 By promoting greater aspirations and expectations for higher education, Jackson State Community College will assume leadership for raising the region's educational attainment levels.

Rationale: According to the 2000 U.S. Census, the number of high school diplomas and baccalaureate degrees held by citizens in Jackson State's 14-county region is lower than both the state and national averages. Raising educational attainment levels is dependent on the ability to change the aspirations of the citizenry.

1.3.1. Increase to 32.0 the percentage of each freshman cohort graduating from JSCC within six years.

1.3.2. Increase by 3% annually the number of associate degrees awarded.

1.3.3 Increase by 20% annually the number of students participating in public service projects. (Civic Responsibility)

2.0 ACCESS TO LEARNING

- 2.1. Jackson State Community College will increase enrollment and full-time equivalent students (FTEs).

Rationale: The institution will increase educational opportunities for current and future students to serve a larger proportion of service area constituents. Subsequently, the increase revenue will be available for enhancing educational programs.

2.1.1. Increase fall enrollment by 5% by 2010.

2.1.2. Increase fall FTE by 5% by 2010.

- 2.2. Jackson State Community College will define regional target groups and improve programs, services, and outreach for that diverse population.

Rationale: Increase the target populations' participation in higher education, thereby enhancing their quality of life.

2.2.1. Define regional target groups [i.e., by ethnicity, gender, income, 1st generation college, etc.], develop, and implement a plan to respond to needs of the target populations.

3.0 QUALITY

3.1. Jackson State Community College will define, evaluate, and continuously improve the quality of programs, services, and student learning.

Rationale: Developing and maintaining quality programs and services benefits the community by improved economic development and enhanced quality of life.

3.1.1. As a part of the annual Effectiveness Process, each department, program, and area responsible for services will develop and document a plan to define, evaluate, and continuously improve quality.

3.1.2. Ensure that an ongoing quality improvement training program and resources are provided for employees.

3.1.3. Complete requirements for SACS reaffirmation of college accreditation.

3.1.4. Acquire Tennessee Performance Excellence Level III (Achievement) designation.

3.1.5. Improve the credit, college-level course completion success rate to equal or exceed the national median on the National Community College Benchmark Project by 2010.

3.1.6. Improve the median percent of employers satisfied with graduates' preparation to more nearly achieve parity with the national median on the National Community College Benchmark Project by 2010.

3.2. Jackson State Community College will effectively recruit, develop, and retain its employees.

Rationale: The quality and commitment of faculty and staff determine student learning and success, institutional integrity, image, and mission fulfillment.

3.2.1. Address effectively the issue of salary equity for all employees based on the availability of funds.

3.2.2. Assess and respond to factors that lead to retention or loss of employees.

3.3. Jackson State Community College will utilize the Quality Enhancement Plan (QEP) as a means of enhancing student learning.

Rationale: JSCC embraces opportunities to improve the quality of the student's educational experience.

3.3.1. Improve student learning as measured by the percentage of QEP objectives met annually.

4.0 RESOURCEFULNESS

4.1 Jackson State Community College will increase revenue from alternative sources.

Rationale: The institution will support current and future programs and services.

4.1.1. Increase annual giving in cash or in kind by 10% each fiscal year.

4.2 Jackson State Community College will expand collaborative arrangements with outside agencies.

Rationale: Enrollments will be able to increase with additional class offerings in locations and/or at times currently unavailable; program costs subsequently will be reduced.

4.2.1. Increase number of classes taught under collaborative agreements by 2% annually.

4.3 Jackson State Community College will increase the effectiveness of resource management.

Rationale: The institution will develop and implement a plan to use benchmarking tools in resource management decisions in order to wisely use limited resources.

4.3.1. Develop and implement a plan to use benchmarking tools in resource management.

5.0 Additional Institutional Mission-driven Goals Outside the TBR four Priorities

5.1: Jackson State Community College will improve the safety, appearance, space utilization, and maintenance of the college campuses.

Rationale: Providing an environment conducive to learning and working increases Jackson State's competitiveness in the higher education market as well as the overall morale of the campus family.

5.1.1. Improve main campus appearance by completing a four-stage improvement plan according to availability of funds.

5.1.2. Annually prioritize [to include and focus on health, safety, and security issues first] the Physical Plant Projects list and complete 5-10% of the list annually according to the availability of funds.