JACKSON STATE COMMUNITY COLLEGE

Strategic Plan

2015-2020

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Mission, Values, and Vision Statements

Mission Statement

Jackson State Community College provides accessible learning opportunities that enrich the lives of individuals, strengthen the workforce, and empower our diverse communities by offering traditional and contemporary associate degrees, certificates, continuing education, and college-readiness programs.

Core Values

What we value...

- Education: We value higher education as the key to a better quality of life. Jackson State is the foundation. We value learning and the continuous pursuit of knowledge. To this end, we provide a learner-centered, affordable opportunity to our students and community.
- Integrity: We value unconditional integrity based on fairness, honesty, and the pursuit of truth.
- Excellence: We strive for high quality and effectiveness in education, communication, and leadership while accepting responsibility and accountability in all our endeavors.
- Service: We value service to the student in the areas of academic, personal, and professional development and leadership in the community through the stimulation of economic growth and quality of life

What we believe in...

- We believe in people. We are committed to building and maintaining quality relationships among our faculty, staff, students, and the communities we serve. Teamwork and mutual respect are powerful forces.
- We believe in success. We strive to provide the tools and the expertise to educate the whole student in order that each may reach his/her fullest potential.
- We believe in innovation. We are committed to positive change while continuing to honor and safeguard our institutional history.
- We believe in leadership. We are committed to assuming leadership roles in our greater community as well as on our campus, while accepting the responsibilities and accountability expected of leaders. We strive to enable our students to become the leaders of tomorrow.

Vision

Jackson State Community College will be recognized as the affordable leader in our service area for providing postsecondary education that emphasizes academic excellence, student success, and community and workforce development.

Guidance from External Stakeholders

<u>Tennessee Higher Education Commission (THEC) Statewide Plan for Higher Education</u>

From the *Tennessee Higher Education Commission Fact Book 2014-2015:*

> *"In January 2010, the General Assembly passed the Complete College Tennessee Act (CCTA), a comprehensive reform agenda that seeks to transform public higher education through changes in academic, fiscal and administrative policies at the state and institutional levels. While the higher education landscape has been shaped by the CCTA, higher education is evolving to adopt Governor Bill Haslam's statewide reform agenda, collectively known as the 'Drive to 55.'"*

The 2015-2025 statewide plan for higher education seeks to make dramatic changes in degree production and efficiency within available resources (state operating appropriations plus tuition) without diminishing educational quality; thereby improving community, county, and statewide higher education attainment to support improvements in workforce capacity and quality as well as economic and community development.

<u>Tennessee Board of Regents (TBR) Strategic Plan 2015-2025</u>

<u>Mission Statement</u>

> *Through innovation and judicious use of resources, the Tennessee Board of Regents System advances excellence in its diverse educational programs, research, service, and outreach in order to benefit Tennessee and its citizens.*

<u>Key Priorities</u>

ACCESS

The TBR System strives to increase the number and diversity of students it serves.

STUDENT SUCCESS

Increasing the number of citizens with diplomas, certificates, and degrees is a critical focus area for the TBR System and the state. Fostering student persistence to completion enhances the growth of existing businesses, the ability to attract high paying industries, the enrichment of strong communities and the future quality of life for each student.

QUALITY

To achieve excellence in all areas of our collective mission, the TBR System must provide high quality academic programs, faculty, services and facilities at all levels.

RESOURCEFULNESS & EFFICIENCY

The Tennessee Board of Regents Systems seeks to achieve its mission through innovation and judicious use of resources. The Tennessee state government has placed higher education in the spotlight through the Complete College Tennessee Act, the TN Promise Act and the governor's Drive to 55 agenda.

STRATEGIC PRIORITIES

2015 - 2020

Strategic Priorities

To achieve its mission and vision while supporting the statewide higher education objectives and the key priorities of the Tennessee Board of Regents, Jackson State Community College has established five key priorities for 2015-2020:

(1) Access
(2) Student Success
(3) Completion
(4) Quality
(5) Resourcefulness and Efficiency.

Strategic Priority 1: Access

JSCC believes that higher education is the key to a better quality of life and that all people deserve the opportunity to participate in it. Access to higher education is a measure of availability and affordability. Improving access to higher education for the diverse communities that it serves is a principal focus for JSCC.

- **Access Priority 1:** JSCC will increase participation levels of the diverse communities in its service area with particular attention given to underrepresented minorities, underserved populations, and other targeted subpopulations.
    - o **Access Goal 1.1:** JSCC will increase overall enrollment and FTE for fall and spring semesters.
    - o **Access Goal 1.2:** JSCC will increase the enrollment and FTE of targeted subpopulations (i.e., URM, TN Promise, Adults, Veterans, Healthcare, Dual Enrollment, and Males) for fall and spring semesters.
    - o **Access Goal 1.3:** JSCC will maintain or increase the average annual participation in non-credit workforce development training at 20,000 hours.

- **Access Priority 2:** JSCC will increase opportunities to access higher education through its institutional advancement efforts.
    - o **Access Goal 2.1:** JSCC will increase the promotion of the institution and its programs through recruitment and marketing.
    - o **Access Goal 2.2:** JSCC will increase the presence of the institution through its community outreach plan.
    - o **Access Goal 2.3:** JSCC will increase the number of JSCC Foundation Scholarships awarded and the total amount of funds awarded through JSCC Foundation Scholarships.

- **Access Priority 3:** JSCC will increase participation in higher education and workforce development through the use of distance education technology.
    - o **Access Goal 3.1:** JSCC will increase participation in higher education courses through the use of distance education technology (e.g., online, broadcasting, video conferencing).

Strategic Priority 2: Student Success

JSCC believes that students can succeed in their educational goals given an environment that is conducive to success. To this end, Jackson State Community College makes student persistence and retention a strategic priority. Particular attention is given to underrepresented minorities, underserved populations, and other targeted subpopulations.

- **Student Success Priority 1:** JSCC will enhance student progression and persistence.
  - o **Student Success Goal 1.1:** JSCC will increase the number of students reaching the established benchmarks of 12, 24 and 36 credit hours.
  - o **Student Success Goal 1.2:** JSCC will improve student fall to spring and fall to fall retention.

- **Student Success Priority 2**: JSCC will structure credential and degree programs so students graduate in a timely and cost-effective manner.
  - o **Student Success Goal 2.1:** JSCC will increase the number of credits earned through prior learning assessment (PLA).

- **Student Success Priority 3**: JSCC will improve student retention and success through systematic evaluation and improvement of student support services.
  - o **Student Success Goal 3.1:** JSCC will evaluate and improve student support processes for their impact on student retention and success.

Strategic Priority 3: Completion

Increasing the number of students attaining certificates, and degrees is a critical focus area for JSCC.

- **Completion Priority 1**: JSCC will increase student certificate and degree completion.
  - o **Completion Goal 1.1:** JSCC will increase the number of students who complete a higher education credential, including certificates and degrees.
  - o **Completion Goal 1.2:** JSCC will increase the number of students in targeted subpopulations (i.e., URM, low-income, Adults, Veterans, Healthcare, and Males) who complete a higher education credential, including certificates and degrees at rate.

- **Completion Priority 2**: JSCC will increase student certificate and degree completion rates.
  - o **Completion Goal 2.1:** JSCC will increase the graduation rates for cohorts after 3 years and 6 years.
  - o **Completion Goal 2.2:** JSCC will increase the graduation rates of students in targeted subpopulations (URM, low-income, Adults, Veterans, Healthcare, and Males) for cohorts at 3 years & 6 years
  - o **Completion Goal 2.3:** JSCC will maintain an "awards per 100 FTE" ratio that is above the TBR threshold.

Strategic Priority 4: Quality

Jackson State Community College values excellence and innovation in its programs and services. To achieve its mission and vision, JSCC strives to ensure a high level of quality with its academic programs, student support services, and college faculty and staff.

- **Quality Priority 1:** JSCC will ensure academic programs and non-academic services are monitored for quality by appropriate agencies and through stakeholder surveys.
    - **Quality Goal 1.1:** JSCC will maintain or increase the percentage of accreditable programs that are accredited or seeking accreditation.
    - **Quality Goal 1.2:** JSCC will improve scores on stakeholder satisfactions surveys (i.e., alumni survey, CCSSE, SENSE, graduate survey, employer survey).

- **Quality Priority 2**: JSCC will improve student performance on subject examinations and pass rates on licensure and certification exams.
    - **Quality Goal 2.1:** JSCC will improve student performance on licensure and certification exams for its Associate of Applied Science programs.
    - **Quality Goal 2.2**: JSCC will improve student performance on subject examinations for its general education curriculum.

- **Quality Priority 3:** JSCC will improve the post-award progression of graduates.

- **Quality Priority 4** JSCC will improve personnel competency.

- **Quality Priority 5:** JSCC will utilize instructional methodologies, extra-curricular activities, and technology-based delivery methods to enhance teaching and student achievement.

Strategic Priority 5: Resourcefulness and Efficiency

Jackson State Community College seeks to achieve its mission through continuous improvement and judicious use of resources. Excellence in operations, evidenced by resourcefulness and efficiency, is valued by the institution.

- **Resourcefulness and Efficiency Priority 1:** JSCC will promote resourcefulness and efficiency through the use of continuous improvement methods and practices without diminishing the quality of instruction or service.
    - o **Resourcefulness and Efficiency Goal 1.1:** JSCC will achieve greater efficiency and quality through the implementation of continuous improvement practices.

- **Resourcefulness and Efficiency Priority 2**: JSCC will address fiscal constraints through the development of other sources of support.
    - o **Resourcefulness and Efficiency Goal 2.1:** JSCC will increase the amount of funds raised through sources other than state appropriations and student tuition and fees.

- **Resourcefulness and Efficiency Priority 3:** JSCC will demonstrate fiscal responsibility.
    - o **Resourcefulness and Efficiency Goal 3.1:** JSCC will maintain the expected performance standards for the composite financial index and ratios.

PROPOSED

INSTITUTIONAL GOALS

(BASED ON TBR STRATEGIC PLAN AND PENDING TBR INPUT)

Proposed Institutional Goals Based on TBR Strategic Plan (Pending TBR Input)

For several of the goals established in the TBR Strategic Plan, baseline data and benchmarks have not been set. JSCC has formed the following goals designed to support these TB goals once all relevant data and information has been determined. Until such time, these goals will not be tracked or reported on by the institution.

- **Student Success Priority 1:** JSCC will enhance student progression and persistence.
  - *Student Success Goal 1.3: JSCC will increase the number of hours students attain before transferring to a university.*
  - *Student Success Goal 1.4: JSCC will improve student success in critical courses.*

- **Student Success Priority 2**: JSCC will structure credential and degree programs so students graduate in a timely and cost-effective manner.
  - *Student Success Goal 2.2: JSCC will decrease the accumulation of hours beyond those required by the student's program (i.e., reduce excess/non-applicable hours).*

- **Completion Priority 2**: JSCC will increase student certificate and degree completion rates.
  - *Completion Goal 2.3: JSCC will maintain an "awards per 100 FTE" ratio that is above the TBR threshold.*

- **Quality Priority 1:** JSCC will ensure academic programs and non-academic services are monitored for quality by appropriate agencies and through stakeholder surveys.
  - *Quality Goal 1.3: JSCC will meet or exceed the TBR threshold for the aggregate score of non-accreditable programs and services calculated though program reviews and audits.*

- **Quality Priority 3:** JSCC will improve the post-award progression of graduates.
  - *Quality Goal 3.1: JSCC will reduce the unemployment rate of graduates.*

- **Quality Priority 4** JSCC will improve personnel competency.
  - *Quality Goal 4.1: JSCC will encourage faculty and staff development through participation in career furthering activities.*

- **Quality Priority 5:** JSCC will utilize instructional methodologies, extra-curricular activities, and technology-based delivery methods to enhance teaching and student achievement.
  - *Quality Goal 5.1: JSCC will increase the involvement of students in high impact practices.*

- **Resourcefulness and Efficiency Priority 1:** JSCC will promote resourcefulness and efficiency through the use of continuous improvement methods and practices without diminishing the quality of instruction or service.
  - *Resourcefulness and Efficiency Goal 1.2: JSCC will work with TBR to develop a comprehensive instructional index.*

BASELINES AND BENCHMARKS

FOR

STRATEGIC GOALS

Jackson State Community College
Strategic Priority: Access

ACCESS PRIORITY 1: JSCC will increase participation levels of the diverse communities in its service area with particular attention given to underrepresented minorities, underserved populations, and other targeted subpopulations.

ACCESS GOAL 1.1: JSCC will increase overall enrollment and FTE (fall and spring semesters).

INDICATOR: Unduplicated headcounts and full-time equivalencies for fall and spring semesters

BASELINE: Baseline for fall headcount from Fall 2014 headcount; FTE set by TBR as 62% of headcount. Spring headcount from Spring 2015 headcount; FTE based on fall ratio of 62% of headcount

BENCHMARKS: Annual increase 2% in headcount and FTE for fall and spring semesters (10% increase by 2020).

Baseline			2015-2016 Benchmark			2016-2017 Benchmark			2017-2018 Benchmark			2018-2019 Benchmark			2019-2020 Benchmark		
Fall	HC	FTE	**Fall**	HC	FTE	**Fall**	HC	FTE	**Fall**	HC	FTE	**Fall**	HC	FTE	**Fall**	HC	FTE
Total	4,928	3,056	Total	5,027	3,118	Total	5,128	3,181	Total	5,231	3,245	Total	5,336	3,310	Total	5,443	3,377
Spring	HC	FTE	**Spring**	HC	FTE	**Spring**	HC	FTE	**Spring**	HC	FTE	**Spring**	HC	FTE	**Spring**	HC	FTE
Total	4,257	2,640	Total	4,343	2,693	Total	4,430	2,747	Total	4,519	2,802	Total	4,610	2,859	Total	4,703	2,917

ACCESS PRIORITY 1: JSCC will increase participation levels of the diverse communities in its service area with particular attention given to underrepresented minorities, underserved populations, and other targeted subpopulations.

ACCESS GOAL 1.2: JSCC will increase the enrollment and FTE of targeted subpopulations (i.e., URM, TN Promise, Adults, Veterans, Healthcare, Dual Enrollment, and Males) for fall and spring semesters by 2% annually.

INDICATOR: Unduplicated headcounts and full-time equivalencies fall and spring semesters for (1) Underrepresented minorities (URM), (2) Underserved populations, and (3) Other targeted subpopulations.

BASELINE: 3-year average (2012-2013, 2013-2014, 2014-2015) of each category with the exception of TN Promise which is set from actual enrollment in Fall 2014 and Spring 2015.

BENCHMARKS: Annual increase 2% in headcount and FTE for fall and spring semesters based on Access Goal 1.1 (10% increase by 2020).

Baseline			2015-2016 Benchmark			2016-2017 Benchmark			2017-2018 Benchmark			2018-2019 Benchmark			2019-2020 Benchmark		
Fall	HC	FTE	**Fall**	HC	FTE	**Fall**	HC	FTE	**Fall**	HC	FTE	**Fall**	HC	FTE	**Fall**	HC	FTE
Adult	1,270	759	Adult	1,296	775	Adult	1,322	791	Adult	1,349	807	Adult	1,376	824	Adult	1,404	841
URM	793	559	URM	809	571	URM	826	583	URM	843	595	URM	860	607	URM	878	620
Male	1,257	885	Male	1,283	903	Male	1,309	922	Male	1,336	941	Male	1,363	960	Male	1,391	980
Vet	117	97	Vet	120	99	Vet	123	101	Vet	126	104	Vet	129	107	Vet	132	110
TNP	0	0	TNP	686	623	TNP	700	636	TNP	714	649	TNP	729	662	TNP	744	676
Health	561	366	Health	573	374	Health	585	382	Health	597	390	Health	609	398	Health	622	406
Dual Enr	1,537	423	Dual Enr	1,553	428	Dual Enr	1,569	433	Dual Enr	1,585	438	Dual Enr	1,601	443	Dual Enr	1,618	453
Spring	HC	FTE	**Spring**	HC	FTE	**Spring**	HC	FTE	**Spring**	HC	FTE	**Spring**	HC	FTE	**Spring**	HC	FTE
Adult	1,188	704	Adult	1,212	719	Adult	1,237	734	Adult	1,262	749	Adult	1,288	764	Adult	1,314	780
URM	690	483	URM	704	493	URM	719	503	URM	734	514	URM	749	525	URM	764	536
Male	1,099	770	Male	1,121	786	Male	1,144	802	Male	1,167	819	Male	1,191	836	Male	1,215	853
Vet	117	91	Vet	120	93	Vet	123	95	Vet	126	97	Vet	129	99	Vet	132	101
TNP	0	0	TNP	686	623	TNP	700	636	TNP	714	649	TNP	729	662	TNP	744	676
Health	536	353	Health	547	361	Health	558	369	Health	570	377	Health	582	385	Health	594	393
Dual Enr	1,537	423	Dual Enr	1,553	428	Dual Enr	1,569	433	Dual Enr	1,585	438	Dual Enr	1,601	443	Dual Enr	1,618	453

Jackson State Community College
Strategic Priority: Access

ACCESS PRIORITY 1: JSCC will increase participation levels of the diverse communities in its service area with particular attention given to underrepresented minorities, underserved populations, and other targeted subpopulations.

ACCESS GOAL 1.3: JSCC will maintain or increase the average annual participation in non-credit workforce development training at 20,000 hours.

INDICATOR: Number of contact hours for the academic year using a five-year moving average

BASELINE: Average annual non-credit workforce development training for 2010-2015.

BENCHMARKS: Annual benchmark of 20,000 hours using a 5-year moving average.

BASELINE	2015-2016 Benchmark	2016-2017 Benchmark	2017-2018 Benchmark	2018-2019 Benchmark	2019-2020 Benchmark
5-yr avg (2010-2015): 19,498 hours	5-yr avg (2011-2016): 20,000 hours	5-yr avg (2012-2017): 20,000 hours	5-yr avg (2013-2018): 20,000 hours	5-yr avg (2014-2019): 20,000 hours	5-yr avg (2015-2020): 20,000 hours

Jackson State Community College
Strategic Priority: Access

ACCESS PRIORITY 2: JSCC will increase opportunities to access higher education through its institutional advancement efforts.

ACCESS GOAL 2.1: JSCC will increase the promotion of the institution and its programs through recruitment and marketing.

INDICATOR: Development of a recruitment and marketing plan and establishment of goals.

BASELINE: No formal plans exist at inception of strategic planning period.

BENCHMARKS: Initial benchmark is the completion of a formal recruiting and marketing plan through 2020. Subsequent benchmarks will be determined by the goals established by the formal plan.

BASELINE	2015-2016 Benchmark	2016-2017 Benchmark	2017-2018 Benchmark	2018-2019 Benchmark	2019-2020 Benchmark
No formal plans exist at inception of strategic planning period.	Completion of recruitment and marketing plan	TBD by recruitment and marketing plan	TBD by recruitment and marketing plan	TBD by recruitment and marketing plan	TBD by recruitment and marketing plan

Jackson State Community College
Strategic Priority: Access

ACCESS PRIORITY 2: JSCC will increase opportunities to access higher education through its institutional advancement efforts.

ACCESS GOAL 2.2: JSCC will increase the promotion of the institution and its programs through its institutional advancement efforts.

INDICATOR: Establishment of community outreach plan and goals.

BASELINE: No formal plan exists at the inception of planning period

BENCHMARKS: Initial benchmark is the formation of a community outreach plan with plans established through 2020. Subsequent benchmarks will be determined by the goals established by the plan.

BASELINE	2015-2016 Benchmark	2016-2017 Benchmark	2017-2018 Benchmark	2018-2019 Benchmark	2019-2020 Benchmark
No formal plan exists at the inception of planning period	Formation community outreach plan	TBD by community outreach plan	TBD by community outreach plan	TBD by community outreach plan	TBD by community outreach plan

Jackson State Community College
Strategic Priority: Access

ACCESS PRIORITY 2: JSCC will increase opportunities to access higher education through its institutional advancement efforts.

ACCESS GOAL 2.3: JSCC will increase the number of JSCC Foundation Scholarships awarded and the total amount of funds awarded through JSCC Foundation Scholarships.

INDICATOR: Number of JSCC Foundation Scholarships awarded and total amount of funds provided through JSCC Foundation Scholarships.

BASELINE: Number of JSCC Foundation Scholarships awarded and the total awarded amount for 2014-2015.

BENCHMARK: Benchmark for initial is to determine scholarships to be included; subsequent benchmarks will be based on increases to baseline.

BASELINE	2015-2016 Benchmark	2016-2017 Benchmark	2017-2018 Benchmark	2018-2019 Benchmark	2019-2020 Benchmark
To be determined in initial plan year	Determine scholarships to be included and establish baseline	Increase in awards and total awarded over previous year	Increase in awards and total awarded over previous year	Increase in awards and total awarded over previous year	Increase in awards and total awarded over previous year

Jackson State Community College
Strategic Priority: Access

ACCESS PRIORITY 3: JSCC will increase participation in higher education courses through the use of distance education technology.

ACCESS GOAL 3.1: JSCC will increase participation in higher education courses through the use of distance education technology (e.g., online, broadcasting, video conferencing).

INDICATOR: Enrollment (duplicated headcount) in distance education courses (INSM = TWA, TWY, WEB) for fall and spring semesters

BASELINE: 3-year average (2012-2013, 2013-2014, 2014-2015)

BENCHMARKS: Annual increase 2% in headcount for fall and spring semesters (10% increase by 2020).

BASELINE	2015-2016 Benchmark	2016-2017 Benchmark	2017-2018 Benchmark	2018-2019 Benchmark	2019-2020 Benchmark
Fall: 2,991 Spring: 3,151	Fall 2015: 3,051 Spring 2016: 3,215	Fall 2016: 3,113 Spring 2017: 3,280	Fall 2017: 3,176 Spring 2018: 3,346	Fall 2018: 3,240 Spring 2019: 3,413	Fall 2019: 3,305 Spring 2020: 3,482

Jackson State Community College
Strategic Priority: Student Success

STUDENT SUCCESS PRIORITY 1: JSCC will enhance student progression and persistence.

STUDENT SUCCESS GOAL 1.1: JSCC will increase the number of students reaching the established benchmarks of 12, 24 and 36 credit hours.

INDICATOR: Unduplicated headcount of students reaching the established benchmarks of 12, 24 and 36 credit hours

BASELINE: 5-year average (2010-2015)

BENCHMARKS: Progression metrics to be provided by TBR

BASELINE	2015-2016 Benchmark	2016-2017 Benchmark	2017-2018 Benchmark	2018-2019 Benchmark	2019-2020 Benchmark
12 hours: 1,249	1,315	1,349	1,384	1,420	1,457
24 hours: 885	904	928	952	977	1,002
36 hours: 748	767	787	808	829	850

Jackson State Community College
Strategic Priority: Student Success

STUDENT SUCCESS PRIORITY 1: JSCC will enhance student progression and persistence.

STUDENT SUCCESS GOAL 1.2: JSCC will improve student fall to spring and fall to fall retention.

INDICATOR: Fall to spring retention rate of degree-seeking students and fall to fall retention rate of degree-seeking students.

BASELINE: 3-year average (2012-2013, 2013-2014, 2014-2015)

BENCHMARKS: 2019-2020 benchmarks of 80% (fall to spring) and 55% (fall to fall)

BASELINE	2015-2016 Benchmark	2016-2017 Benchmark	2017-2018 Benchmark	2018-2019 Benchmark	2019-2020 Benchmark
Fall to Spring 71.2%	73.0%	74.7%	76.5%	78.2%	80.0%
Fall to Fall 45.6%	47.5%	49.4%	51.2%	53.1%	55.0%

Jackson State Community College
Strategic Priority: Student Success

STUDENT SUCCESS PRIORITY 2: JSCC will structure credential and degree programs so students graduate in a timely and cost-effective manner.

STUDENT SUCCESS GOAL 2.1: JSCC will increase the number of credits earned through prior learning assessment (PLA).

INDICATOR: Number of PLA hours awarded

BASELINE: 3-year average (2012-2013, 2013-2014, 2014-2015) – to be determined after tracking and reporting methods established

BENCHMARK: Initial year to establish tracking and reporting methods; subsequent years: 3% annual increase in the number of PLA hours awarded

BASELINE	2015-2016 Benchmark	2016-2017 Benchmark	2017-2018 Benchmark	2018-2019 Benchmark	2019-2020 Benchmark
To be determined during initial planning year after tracking and reporting methods established	Establish tracking and reporting methods	3% annual increase in the number of PLA hours awarded	3% annual increase in the number of PLA hours awarded	3% annual increase in the number of PLA hours awarded	3% annual increase in the number of PLA hours awarded

Jackson State Community College
Strategic Priority: Student Success

STUDENT SUCCESS PRIORITY 3: JSCC will improve student retention and success through systematic evaluation and improvement of student support services.

STUDENT SUCCESS GOAL 3.1: JSCC will evaluate and improve student support processes for their impact on student retention and success.

INDICATOR: Development of an improvement plan for student support processes and completion of designated goals.

BASELINE: No plans at inception of strategic planning period.

BENCHMARKS: The benchmark for the initial year is the completion of an improvement plan for student support processes. Subsequent benchmarks will be set by the goals established in the plan.

BASELINE	2015-2016 Benchmark	2016-2017 Benchmark	2017-2018 Benchmark	2018-2019 Benchmark	2019-2020 Benchmark
No plans exist at inception of strategic planning period.	Completion of an improvement plan for student support processes	TBD by improvement plan for student support processes	TBD by improvement plan for student support processes	TBD by improvement plan for student support processes	TBD by improvement plan for student support processes

Jackson State Community College
Strategic Priority: Completion

COMPLETION PRIORITY 1: JSCC will increase student certificate and degree completion.

COMPLETION GOAL 1.1: JSCC will increase the number of students who complete a higher education credential, including certificates and degrees at rate of 3% annually.

INDICATOR: Number of students completing a higher education credential annually disaggregated by credential type.

BASELINE: Established by TBR; 3-year average counts for summer, fall, and spring semesters for 2012-2013, 2013-2014, and 2014-2015.

BENCHMARKS: 3.75% annual increase (20% increase by 2020)

BASELINE	2015-2016 Benchmark	2016-2017 Benchmark	2017-2018 Benchmark	2018-2019 Benchmark	2019-2020 Benchmark
Associates: 468	Associates: 486	Associates: 505	Associates: 524	Associates: 544	Associates: 565
Certificates: 97	Certificates: 101	Certificates: 105	Certificates: 109	Certificates: 114	Certificates: 119

Jackson State Community College
Strategic Priority: Completion

COMPLETION PRIORITY 1: JSCC will increase student certificate and degree completion.

COMPLETION GOAL 1.2: JSCC will increase the number of students in targeted subpopulations (i.e., URM, low-income, Adults, Veterans, Healthcare, and Males) who complete a higher education credential, including certificates and degrees at rate of 3% annually.

INDICATOR: Number of students in targeted subpopulations (i.e., URM, low income, Adults, Veterans, Healthcare, and Males) completing a higher education credential annually

BASELINE: Based on 3-year average counts for summer, fall, and spring semesters for 2012-2013, 2013-2014, and 2014-2015.

BENCHMARKS: 3.75% annual increase (20% increase by 2020)

BASELINE	2015-2016 Benchmark	2016-2017 Benchmark	2017-2018 Benchmark	2018-2019 Benchmark	2019-2020 Benchmark
To be established during the initial plan year[1]	3.75% annual increase	3.75% annual increase	3.75% annual increase	3.75% annual increase	3.75% annual increase

[1] Baseline and benchmarks are being established and calculated.

Jackson State Community College
Strategic Priority: Completion

COMPLETION PRIORITY 2: JSCC will increase student certificate and degree completion rates.

COMPLETION GOAL 2.1: JSCC will increase the graduation rates for cohorts after 3 years and 6 years.

INDICATOR: Percentage of students completing a higher education credential within 3 years and 6 years.

BASELINE: Establish by TBR

BENCHMARKS: Based on a 3% increase in previous year's rate

BASELINE	2015-2016 Benchmark	2016-2017 Benchmark	2017-2018 Benchmark	2018-2019 Benchmark	2019-2020 Benchmark
Fall 2011 cohort (3 yr. - 150%): 11.5%	Fall 2012 cohort: 11.9%	Fall 2013 cohort: 12.3%	Fall 2014 cohort: 12.7%	Fall 2015 cohort: 13.1%	Fall 2016 cohort: 13.5%
Fall 2008 cohort (6 yr. - 300%): 22.8%	Fall 2009 cohort: 23.5%	Fall 2010 cohort: 24.2%	Fall 2011 cohort: 25.0%	Fall 2012 cohort: 25.8%	Fall 2013 cohort: 26.6%

Jackson State Community College
Strategic Priority: Completion

COMPLETION PRIORITY 2: JSCC will increase student certificate and degree completion rates.

COMPLETION GOAL 2.2: JSCC will increase the graduation rates of students in targeted subpopulations (i.e., URM, low-income, Adults, Veterans, Healthcare, and Males) for cohorts at 3 yrs & 6 yrs

INDICATOR: Percentage of students in targeted subpopulations (i.e., URM, low income, Adults, Veterans, Healthcare, and Males) completing a higher education credential within 3 years and 6 years.

BASELINE: Completion rates are based on 2014-2015 completion rates for each subpopulation

BENCHMARKS: Based on 3% annual increase

BASELINE	2015-2016 Benchmark	2016-2017 Benchmark	2017-2018 Benchmark	2018-2019 Benchmark	2019-2020 Benchmark
To be calculated during initial plan year	3% increase over previous year's rate for each subpopulation	3% increase over previous year's rate for each subpopulation	3% increase over previous year's rate for each subpopulation	3% increase over previous year's rate for each subpopulation	3% increase over previous year's rate for each subpopulation

Jackson State Community College
Strategic Priority: Completion

COMPLETION PRIORITY 2: JSCC will increase student certificate and degree completion rates.

COMPLETION GOAL 2.3: JSCC will maintain an "awards per 100 FTE" ratio that is above the TBR threshold.

INDICATOR: Number of annual awards divided by FTE (divided by 100) from summer, fall, and spring semesters

BASELINE: Based 2014-2015 ratio

BENCHMARKS: Threshold set by TBR

BASELINE	2015-2016 Benchmark	2016-2017 Benchmark	2017-2018 Benchmark	2018-2019 Benchmark	2019-2020 Benchmark
Ratio: 18.5	Threshold: 14.0	Threshold: 14.0	Threshold: 14.0	Threshold: 14.0	Threshold: 14.0

Jackson State Community College
Strategic Priority: Quality

QUALITY PRIORITY 1: JSCC will ensure academic programs and non-academic services are monitored for quality by appropriate agencies and through stakeholder surveys.

QUALITY GOAL 1.1: JSCC will maintain or increase the percentage of accreditable programs that are accredited or seeking accreditation.

INDICATOR: Percentage of accreditable programs that are accredited or seeking accreditation.

BASELINE: Percentage of accreditable programs that are accredited or seeking accreditation as of the end of the 2014-2015 fiscal year.

BENCHMARKS: Maintenance of or improvement in (if less than 100%) the percentage of accreditable programs that are accredited or seeking accreditation based on previous year.

BASELINE	2015-2016 Benchmark	2016-2017 Benchmark	2017-2018 Benchmark	2018-2019 Benchmark	2019-2020 Benchmark
100%	100%	100%	100%	100%	100%

Jackson State Community College
Strategic Priority: Quality

QUALITY PRIORITY 1: JSCC will ensure academic programs and non-academic services are monitored for quality by appropriate agencies and through stakeholder surveys.

QUALITY GOAL 1.2: JSCC will improve scores on stakeholder satisfactions surveys (i.e., CSSE, SENSE, graduate survey, employer survey).

INDICATOR: Scores on specific stakeholder satisfaction surveys

BASELINE: Previous scores on specific stakeholder satisfaction surveys

BENCHMARKS: Improvement over previous score for specific stakeholder satisfaction surveys

BASELINE	2015-2016 Benchmark	2016-2017 Benchmark	2017-2018 Benchmark	2018-2019 Benchmark	2019-2020 Benchmark
Previous scores on specific stakeholder satisfaction surveys	Improvement over previous score for SENSE (Fall 2015)	Improvement over previous score for CCSSE (Spring 2017)	Improvement over previous score for SENSE (Fall 2017)	Improvement over previous score for CCSSE (Spring 2019)	Improvement over previous score for SENSE (Fall 2019)
	Improvement of institutional surveys	Improvement of institutional surveys	Improvement of institutional surveys	Improvement of institutional surveys	Improvement of institutional surveys

QUALITY PRIORITY 2: JSCC will improve student performance on subject examinations and pass rates on licensure and certification exams.

QUALITY GOAL 2.1: JSCC will improve student performance on licensure and certification exams for its Associate of Applied Science programs.

INDICATOR: Licensure and certification pass rates and student performance on subject examinations

BASELINE: Determined by individual programs. Based on 2014-2015 rates.

BENCHMARKS: Maintenance of or improvement in (if less than 100%) the licensure and certification pass rates based on previous year. Specific benchmarks determined by individual programs.

BASELINE	2015-2016 Benchmark	2016-2017 Benchmark	2017-2018 Benchmark	2018-2019 Benchmark	2019-2020 Benchmark
MLT: 77.8% NUR: 94.4% PTA: 87.5% RAD: 88.9% BUS: 66.8% CIS: 72.7% IT: 66.0%	Maintenance of or improvement in (if less than 100%) the licensure and certification pass rates based on previous year. Specific benchmarks determined by individual programs.	Maintenance of or improvement in (if less than 100%) the licensure and certification pass rates based on previous year. Specific benchmarks determined by individual programs.	Maintenance of or improvement in (if less than 100%) the licensure and certification pass rates based on previous year. Specific benchmarks determined by individual programs.	Maintenance of or improvement in (if less than 100%) the licensure and certification pass rates based on previous year. Specific benchmarks determined by individual programs.	Maintenance of or improvement in (if less than 100%) the licensure and certification pass rates based on previous year. Specific benchmarks determined by individual programs.

Jackson State Community College
Strategic Priority: Quality

QUALITY PRIORITY 2: JSCC will improve student performance on subject examinations and pass rates on licensure and certification exams.

QUALITY GOAL 2.2: JSCC will improve student performance on subject examinations for its general education curriculum.

INDICATOR: Annual report on measures of the TBR General Education outcomes

BASELINE: Scores rates for 2014-2015

BENCHMARKS: Meet or exceed the national average

BASELINE	2015-2016 Benchmark	2016-2017 Benchmark	2017-2018 Benchmark	2018-2019 Benchmark	2019-2020 Benchmark
2014-2015 JSCC Avg: 444.1	Based on national average	Based on national average	Based on national average	Based on national average	Based on national average

Jackson State Community College
Strategic Priority: Resourcefulness and Efficiency

RESOURCEFULNESS AND EFFICIENCY PRIORITY 1: JSCC will promote resourcefulness and efficiency through the use of continuous improvement methods and practices without diminishing the quality of instruction or service.

RESOURCEFULNESS AND EFFICIENCY GOAL 1.1: JSCC will achieve greater efficiency and quality through the implementation of continuous improvement practices.

INDICATOR: Development of a quality improvement plan and completion of designated goals.

BASELINE: No current plans at inception of strategic planning period.

BENCHMARKS: The benchmark for the initial two years is the review of previous efforts and plans, as well as the completion of a quality improvement plan. Subsequent benchmarks will be set by the goals established in the plan.

BASELINE	2015-2016 Benchmark	2016-2017 Benchmark	2017-2018 Benchmark	2018-2019 Benchmark	2019-2020 Benchmark
No current plans exist at inception of strategic planning period.	Review of previous quality improvement/ efficiency efforts and plans	Establish new quality improvement/ efficiency plans	TBD by quality improvement plan	TBD by quality improvement plan	TBD by quality improvement plan

Jackson State Community College
Strategic Priority: Resourcefulness and Efficiency

RESOURCEFULNESS AND EFFICIENCY PRIORITY 2: JSCC will address fiscal constraints through the development of other sources of support.

RESOURCEFULNESS AND EFFICIENCY GOAL 2.1: JSCC will increase the amount of funds raised through sources other than state appropriations and student tuition and fees.

INDICATOR: Total amount of funds raised through sources other than state appropriations, financial aid to students, and student tuition and fees. Funds include revenue from Lifetime Learning and Workforce Development.

BASELINE: Funds raised in 2014-2015

BENCHMARK: 3.75% annual increase (20% increase by 2020)

BASELINE	2015-2016 Benchmark	2016-2017 Benchmark	2017-2018 Benchmark	2018-2019 Benchmark	2019-2020 Benchmark
$1.71 million	$1.78 million	$1.85 million	$1.92 million	$2 million	$2.08 million

Jackson State Community College
Strategic Priority: Resourcefulness and Efficiency

RESOURCEFULNESS AND EFFICIENCY PRIORITY 3: JSCC will demonstrate fiscal responsibility.

RESOURCEFULNESS AND EFFICIENCY GOAL 3.1: JSCC will demonstrate progress toward achieving the expected performance standards for the composite financial index and ratios established in TBR Policy 4:01:00:02: Institutional Financial Performance Review.

INDICATOR: Institution's score for composite financial index and ratios: Return on Net Assets, Net Operating Revenues, Primary Reserves and Viability

BASELINE: To be established during the initial year of the plan cycle

BENCHMARKS: Improvement of composite financial index score over previous year

BASELINE	2015-2016 Benchmark	2016-2017 Benchmark	2017-2018 Benchmark	2018-2019 Benchmark	2019-2020 Benchmark
To be established during the initial year of the plan cycle	Improvement of composite financial index score over previous year	Improvement of composite financial index score over previous year	Improvement of composite financial index score over previous year	Improvement of composite financial index score over previous year	Improvement of composite financial index score over previous year