



JEFFERSON COLLEGE STRATEGIC PLAN 2015–2020

Our Pathways to Excellence



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Mission: Jefferson College is a student-centered comprehensive community college, committed to providing an accessible, quality college experience as it strives to meet the diverse needs of the students and the community. Superior teaching and services foster a supportive learning environment, which promotes intellectual, social, and personal growth. A strong general education curriculum, college transfer and technical programs, personal enrichment courses, and on-campus experiences prepare students to succeed in their careers, further their education, and prosper in a diverse world. Jefferson College's ongoing assessment of students, programs and services assures that it is a responsive and progressive community college.

Vision: Our shared vision for Jefferson College is to become widely recognized as a premier comprehensive community college where student achievement and student success are central to every endeavor.

Led by highly qualified college trustees, administrators, faculty, and staff, students master knowledge, skills, competencies, and values in a participative, innovative learning environment. The institution will be a model for enlightened, shared governance and will continue to strive for accreditation with distinction attesting to the excellence of its policies, practices, and services.

Core Values:

We value...

- **Student Growth**
Balanced opportunities for all students to encourage intellectual, personal, and social growth and continued learning.
- **Student Mastery of Skills**
Mastery of intellectual and technical skills that will ensure career success.
- **Student-Centered Services**
A supportive and effective higher educational environment that enhances student learning.
- **Diversity**
Preparation of students for excelling in a world of cultural and intellectual diversity.
- **Assessment**
The use of assessment for continued student, personnel, and program improvement.
- **Shared Governance**
Enlightened and shared governance of the institution.
- **Professional Growth**
Continued professional growth within the college community that supports effective teaching and competent services.
- **Academic Freedom**
Academic freedom that challenges students and welcomes diversity of thought and discussion.
- **Community Service**
Leadership in the cultural, educational, economic, environmental, and social development within the community.

Strategic Aim 1: Student Learning & Support

Primary Owners: V.P. of Instruction

Secondary Owners: Assoc. V.P. of Student Services

Committee: Accreditation, Assessment, Curriculum, Strategic Enrollment Management, Student Learning & Support

Aim: Jefferson College will facilitate positive learning outcomes through quality curriculum, excellent instructional strategies, and comprehensive support services.

Objective:

1.1 Identify and address the diverse educational needs of students

Institutional Strategies:

- 1.1.A. Target and address the issue of student readiness for college
- 1.1.B. Target and address the needs of high-achieving students
- 1.1.C. Increase success and retention rates in online courses to narrow the gap between equivalent on-campus courses
- 1.1.D. Deliver instruction flexibly to meet the learning and scheduling needs of our students
- 1.1.E. Determine, achieve, and maintain an optimum ratio of full-time to part-time faculty
- 1.1.F. Increase success rates in developmental courses
- 1.1.G. Increase persistence and success in developmental courses and college level courses

1.2 Provide support services to facilitate student success

Institutional Strategies:

- 1.2.A. Develop and implement a strategic enrollment management plan
- 1.2.B. Expand academic support services to include online options
- 1.2.C. Increase utilization of academic and support services
- 1.2.D. Expand services to enhance student growth and development
- 1.2.E. Target and address the technological needs to facilitate learning

Indicators:

- General Education Competencies
 - College Level Enrollee Success Rate
- Distance Learning Success Rate
- Subsequent Course Success Rates
- Multi-Section Assessments
- Fall-to-Fall Persistence Rates
- Graduation Rates
 - First-Time, Full-Time Degree-Seeking Students' Graduation Rate
 - Part-Time Students' Graduation Rate
 - Awards/Degrees Conferred by Program
- Licensure and Certification Pass Rates
- Placement Rates
 - CTE Completers Related to Job Placement Rates
- Transfer Rates
- Performance after Transfer
- Student Satisfaction
 - Graduating Student Opinion Survey
 - CTE Graduate Survey
- Loan Default Rate
- ATS transitions to College rate



Strategic Aim 1: Student Learning & Support (Cont.)

1.3	Prepare students for success beyond Jefferson College	
	Institutional Strategies: 1.3.A. Improve post-completion success	
1.4	Maintain and/or achieve institutional and program-level accreditation	
	Institutional Strategies: 1.4.A. Stay abreast of accreditation standards	



Strategic Aim 2: Community Collaboration

Primary Owner: President

**Secondary Owners: V.P. of Instruction
V.P. of Finance & Administration
Assoc. V.P. of Student Services**

Committees: Cultural Diversity, Events and Community Outreach, Strategic Enrollment Management, Student Learning & Support

Aim: Jefferson College will collaborate with the community to promote the intellectual, economic, and cultural enrichment of its diverse residents.

Objective:

2.1 Promote the life-long learning of residents

Institutional Strategies:

- 2.1.A. Offer diverse educational opportunities (credit and non-credit)
- 2.1.B. Provide services to residents for personal growth
- 2.1.C. Target and address the needs of underserved constituents

2.2 Support economic growth in the community

Institutional Strategies:

- 2.2.A. Utilize the expertise of our personnel to provide leadership in the community
- 2.2.B. Serve as an advocate and educator for residents in addressing their broadband access and usage needs
- 2.2.C. Respond to new labor market needs
- 2.2.D. Engage area businesses to ensure responsiveness to needs

2.3 Promote the cultural enrichment of residents

Institutional Strategies:

- 2.3.A. Provide a variety of cultural events

Indicators:

- Market Penetration
 - Credit Students
 - Non-Credit Students
- Responsiveness to Community Needs
 - Credit Hours by Location
 - Non-Credit by Location
- Employer Satisfaction
 - Customized Training Feedback
 - Advisory Committee Feedback
- Value Added to the Community
 - Companies Served
 - Persons Served
 - Number of Community Events Hosted
 - Ticket Sales for Cultural Events
 - Broadband Access
 - Off-Campus Outreach
- Recognition and Awards given to Community and Business Leaders



Strategic Aim 3: Support for Employees

Primary Owner: President

Secondary Owner: Director of Human Resources

Committees: Cultural Diversity, Employee Support

Aim: Jefferson College will provide services, programs, and policies necessary to enable a diverse faculty and staff to contribute to the fulfillment of Jefferson College’s mission.

Objective:

3.1 Identify and address the diverse needs of employees

Institutional Strategies:

- 3.1.A. Provide personal growth and comprehensive wellness opportunities
- 3.1.B. Provide varied professional development opportunities
- 3.1.C. Support retention of quality faculty and staff
- 3.1.D. Foster and maintain a work environment that is inclusive, welcoming and supportive of a diverse workforce, and free from discrimination

3.2 Enhance processes to provide high levels of efficiency, quality, and cost-effectiveness

Institutional Strategies:

- 3.2.A. Establish open, accurate, and responsive communication
- 3.2.B. Systematically recruit high-quality faculty and staff

Indicators:

- Employee Satisfaction
 - PACE Survey
 - Chronicle Survey
 - Average Years of Service
- Development/Training
 - Expenditure on Professional Development



Strategic Aim 4: Environment and Infrastructure

Primary Owner: V.P. of Finance & Administration;

Secondary Owners: Dir. of Buildings & Grounds, Dir. Of Information Technology and A.V.P. of Student Services

Committees: Environment & Safety, Strategic Planning

Aim: Jefferson College will provide relevant, safe, energy efficient, and accessible environment, and use it to maximum efficiency to meet the needs of the students, faculty, staff, and community now and in the future.

Objective:

4.1 Update and maintain campus environment to address current and future needs

Institutional Strategies:

- 4.1.A. Develop a long-term facilities plan
- 4.1.B. Provide a safe, secure, and accessible environment for students, faculty, staff, and the public
- 4.1.C. Provide physical facilities to meet the needs of underserved areas of the District

4.2 Update and enhance technology infrastructure to address current and future needs

Institutional Strategies:

- 4.2.A. Update and implement the technology plan
- 4.2.B. Provide technological capabilities to meet the needs of underserved areas of the District

4.3 Demonstrate environmental responsibility in all facilities, resources, and processes

Indicators:

- Environmental Responsibility
 - Electric (kwh)
 - Gas (therms)
 - Water (gallons)
 - Recycled Materials (tons)
 - Sponsor events
- Maintenance
 - Student Satisfaction with Facilities
 - Average Age of Technology
 - Annual Expenditure
- Safety
 - Graduating Student Opinion Survey
 - Campus Safety Reports

Strategic Aim 5: Financial Responsibility

Primary Owner: V.P. of Finance & Administration

**Secondary Owners: V.P. of Instruction,
Assoc. V.P. of Student Services**

Committee: Strategic Planning

Aim: Jefferson College will maintain fiscal responsibility through a financial management system that promotes stability, flexibility, and transparency.

Objective:

5.1 Maintain a stable yet flexible financial management system

Institutional Strategies:

- 5.1.A. Decrease reliance on state funding for operations
- 5.1.B. Modify the budgeting and reporting process to improve efficiency
- 5.1.C. Maintain sufficient internal controls within the financial system to protect college assets
- 5.1.D. Utilize the procurement process to increase efficiency
- 5.1.E. Promote accessibility through competitive tuition and fees

5.2 Maintain a collaborative and transparent budgeting process

Institutional Strategies:

- 5.2.A. Provide open communication and access to financial information
- 5.2.B. Strengthen the connection between planning and budgeting

Indicators:

- Fiscal Responsibility
 - HLC Financial Ratios (Composite Score)
 - Core Revenues Distribution
 - Unrestricted Reserve Percentage
 - Ratio of Income to Expenses
- Accessibility
 - Tuition and Fees within 5% of Missouri Average
 - Cost per Credit Hour
 - Cost per FTE Student
- Transparency
 - Annual Survey Question

