Jefferson College

STRATEGIC PLAN

2020-2025

PRESIDENT'S WELCOME

Greetings!

It is with passion and excitement that I share with you the Jefferson College 2020-25 Strategic Plan. Guided by our Mission, Vision, and Values, strategic planning at Jefferson College is a dynamic, collaborative, and continuous process that sets the future direction for the College. The process ensures the long-term viability of our institution for students and community through effective and efficient use of public resources. The Plan was built using information gathered from a number of sources and I commend the Strategic Planning Committee for providing leadership and our constituents for giving broad input in its development.

As a community college, we are called upon to serve the people who make up our community – our neighbors, our employers, our partners. It's vitally important that we are relevant and responsive. Jefferson College's Strategic Plan will enable us to focus on key initiatives over the next five years and help us prioritize how we will build a stronger community. This has been a thoughtful and deliberate process and I'm proud to see the culmination of the input of so many dedicated employees, students, and community members who care so much about the future of Jefferson College and our community. It is our road map and our future to empower students to succeed, to enhance operational performance, and to enrich our Jefferson County community.

I am confident this plan provides a solid foundation upon which Jefferson College will pursue its five-year vision. Our intention is to remain transparent and accountable in our communication around the 2020-25 Strategic Plan. Thank you to everyone who participated in creating this vital plan and for reaffirming our mission to empower individuals to achieve their goals. It is my pleasure to share it with you.

With excitement and pride,

Dena McCaffrey

MISSION

Jefferson College serves our community by delivering quality learning opportunities that empower individuals to achieve their goals.

VISION

Jefferson College strives to inspire our community to explore, develop, and engage in innovative learning experiences in a supportive and inclusive environment.

VALUES

Jefferson College fosters a culture of excellence for its community of students, faculty, and staff by embracing the following values:

SUCCESS

Supporting a focus on achievement, self-discovery, scholarship, creativity, completion, and skill mastery;

ACCESSIBILITY

Fostering an environment of diversity and inclusion where a culture of collaboration responds to the needs of our communities through quality and affordable educational opportunities;

INTEGRITY

Encouraging open, honest, and respectful communication; committing to accountability in all interactions, operations, and procedures;

LEARNING

Establishing a high-quality learning environment that features collaborative and innovative engagement, academic freedom, professional development, and continuous assessment for improvement; and

SERVICE

Infusing a spirit of civic engagement through community volunteer initiatives, cultural enrichment, and service-learning opportunities.

Jefferson College focuses on strategic planning as a way to ensure that the higher education needs of the Jefferson County community and the College's students are met. The 2020-25 Strategic Plan builds on the achievements of previous plans and is designed to provide direction for the work of the institution over the next five years.

Implementation of the goals, key deliverables, and key performance indicators is critical for achieving Jefferson College's Strategic Priorities and overall Mission and Vision. Progress toward achievement of the Strategic Priorities will be tracked and reported annually to assess and monitor continuous improvement and ensure the planning efforts of the College are being effectively realized. Various institutional plans, including the Diversity Plan, the Strategic Enrollment Management Plan, and Institutional Assessment efforts also support achievement of the priorities and goals. We endeavor to take risks and aim high in a safe environment where we learn from success, partial success, or even failure of new initiatives. We are committed to assessment and measurement of actions and initiatives using data to inform future directions.

The Strategic Plan Development Task Force and the Strategic Planning Committee developed the planning process for 2020-25. Feedback informing the draft Strategic Priorities, Goals and Key Deliverables was collected at campus-wide planning meetings and sessions, including Opening Week of the 2019-20 Academic Year, a Board of Trustees work session, and President's Leadership Council in fall 2020. Various documents were used to review institutional strengths and opportunities, including the 2019 HLC review, the Accreditation Committee Summer Retreat Priorities, and other campus plans. The task force and committee combined hundreds of suggestions and feedback into the development of the strategic priorities, goals, and key deliverables. During the final stages of the process, additional feedback from campus and community stakeholders, including current students, was collected and analyzed to complete the final draft of the plan that was submitted to the Board of Trustees in June 2020.

The goal of this plan is to provide a guiding document that enables Jefferson College administration, faculty, and staff to live out the mission of the College and move toward achievement of the vision by 2025.

STRATEGIC PRIORITY 1
STUDENT SUCCESS

Enhance the student experience through a supportive and inclusive environment allowing all students the opportunity to succeed.

GOAL 1
Enhance the student experience through quality curricular and co-curricular experiences.

GOAL 2
Increase student persistence, retention, and completion.

GOAL 3
Cultivate a culture of inclusiveness that supports the success of a diverse student body.

GOAL 4
Improve the accessibility of campus locations and the College's events and programming.

GOAL 5
Expand services and programming in collaboration with community partners to support the emotional, psychological, and social well-being of students.

KEY DELIVERABLES

- Develop a plan to serve the community's needs in the Northwest area of the County.

- Develop a plan to serve the future needs of the Arnold/Imperial area.

- Implement additional guided pathways strategies in the areas of technology, Purpose First, and proactive advising.

- Develop and implement more collaborations and data sharing opportunities focused on student success and completion with area high schools and other college and university partners.

- Complete the goals of the Student Enrollment Management and Retention (SEMR) Plan.

- Complete the goals of the Inclusion and Diversity Plan.

- Facilitate additional pathways for high school, ATS (A.A., A.A.S., or A.S.), home schooled, and HISET students to matriculate to Jefferson College.

- Redesign the student on-boarding process.

INSTRUCTIONAL EXCELLENCE

Increase use of teaching practices that foster an engaging learning environment and further develop academic programs that address community, industry, and student needs.

GOAL 1

Respond to areas of high demand and underserved need through credit and non-credit programs.

GOAL 2

Maximize use of active learning, academic service learning, and other innovative teaching strategies that improve student learning and success for a diverse student body.

GOAL 3

Expand professional development opportunities that strengthen the ability of faculty and staff to explore new strategies and skills to support student success.

GOAL 4

Enhance work-based learning options to provide student access to professional experiences that strengthen future employability.

GOAL 5

Utilize emerging technologies to support the curricular and co-curricular experience.

KEY DELIVERABLES

- Identify, implement, and assess new instructional programs and evaluate current programs to ensure community and projected workforce needs are met.

- Redesign classroom facilities to support increased interaction and student engagement.

- Identify, implement, and assess new projects designed to reduce the need for remedial education.

- Maximize efficiencies by exploring programs to offer in partnership with businesses and other educational institutions.

- Develop additional online course offerings, including Core 42 courses, and programs to enable distance students to achieve their educational goals.

STRATEGIC PRIORITY 3
OPERATIONAL EXCELLENCE

Improve the College's capacity to achieve its mission and vision by promoting a collaborative working environment focused on operational excellence in all service areas.

GOAL 1
Expand implementation of collaborative and responsive budget practices that fulfill the strategic needs of the College community.

GOAL 2
Develop integrated operational plans to address facilities, maintenance, workforce, and technology needs.

GOAL 3
Expand efforts to improve effectiveness of shared governance by developing shared goals and focusing on faculty, staff, and administration partnerships in working toward achievement of the College's mission and vision.

GOAL 4
Implement strategic workforce management to align the workforce with the College's strategic plan; identify where gaps exist between skills and abilities of the current workforce and future requirements; develop and implement gap reduction plans to attract and retain a diverse and highly qualified workforce; and focus on how best to structure the organization, including succession planning, to support effective operations in all areas.

GOAL 5
Implement new branding and marketing strategies to maximize enrollment and increase support from the community.

KEY DELIVERABLES

- Embrace and implement universal design concepts to improve accessibility of facilities and programs.

- Support integrated planning through development of master plans for facilities, information technology, and others as needed.

- Develop an Operational and Instructional Continuity Plan to support effective operations in a crisis situation.

- Develop a focused recruitment plan for adult students.

- Develop a process to support innovative technology projects with a fast-track approval process.

- Create and implement a process for employees to develop an approved professional development plan.

- Implement compensation study recommendations.

- Develop plans to increase institutional focus on supporting a sustainable future through improved facilities, practices, and educational efforts focused on environmentally sound practices.

STRATEGIC PRIORITY 4
COMMUNITY ENGAGEMENT

Expand the College's capacity to identify and serve the needs of the community through meaningful outreach and service initiatives.

GOAL 1
Promote involvement of community residents in college programming and activities.

GOAL 2
Grow opportunities for community service and civic engagement for students, faculty, and staff.

GOAL 3
Provide additional arts, sciences, technology, and cultural engagement experiences on campus and in the community.

GOAL 4
Expand Business and Workforce Development presence to serve the needs of the community and industry.

GOAL 5
Enhance partnerships with community and industry to promote career opportunities for students.

KEY DELIVERABLES

- Develop additional camps and workshops for secondary students to interact with Jefferson College faculty and facilities to provide quality educational experiences and encourage them to choose Jefferson College as a post-secondary educational choice.

- Conduct regular needs assessments with community members, business, and industry to determine gaps in programs and outreach.

- Complete the goals of the Campus Compact Civic Engagement Plan.

- Create partnerships with local employers to encourage degree completion.

TERMS & DEFINITIONS

Strategic Priority: a critical area of focus to achieve the mission and vision of the College

Goal: outcomes that support achievement of a strategic priority; overarching general aims of a course, program, or service.
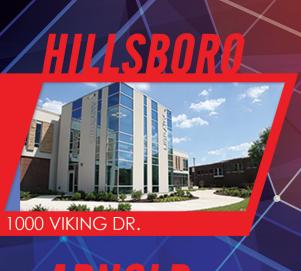
Key Deliverable: a project or initiative that is identified by the College as critical to completion of the Strategic Priorities. Key Deliverables may support multiple priorities but are listed under the main area of focus.

Action Plan: a written objective developed by departments or committees to support projects or initiatives that move the College forward in achieving the Strategic Priorities, Goals, and Key Deliverables. A set of actions planned to enhance programs or departments or address challenges.

Key Performance Indicator (KPI): critical data that provide evidence that strategic priorities are being achieved *(to be identified in Fall 2020)*. Quantifiable measure used to evaluate success of a project or how well a learning objective is met.

Assessment: methods used to measure achievement of program objectives, assess effectiveness of action plans, or to analyze student learning outcomes. See the Jefferson College Assessment Handbook for full definitions and information including links to the Center for Teaching and Learning's Assessment Toolbox.

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