

## Overview of the Jefferson Community College Strategic Plan 2006-2009

The strategic planning process at Jefferson Community College was an ongoing extension of the 2000-2005 plan. Careful examination of the progress made and of the areas for concern in the previous plan established the benchmark for the development of the current strategic plan. The 2006-2009 strategic plan provides specific direction for the college as it responds to environmental changes and advances toward the future.

Strategic planning sessions, utilizing the institutional planning committee, were held biannually starting in 2003. The project steering team evaluated and revised the plan during their bimonthly meetings. The Board of Trustees in addition to communities of interest added additional information to the development of the plan. The core initiatives and strategic actions were identified and defined during specific work sessions held with the institutional planning committee, project steering team, and communities of interest. Faculty and staff provided input during departmental meetings and employee workshops. The college's mission statement, vision statement, core values, and guiding principles were revised with collegewide input in 2005.

An environmental scan along with a strengths, weaknesses, opportunities, and threats (SWOT) analysis was accomplished during the early months of 2005. The scan identified a reduction in population along with a loss of one in ten jobs. Wages and state funding also have been reduced statewide. Even though the economic outlook is depressed, several growth opportunities were identified. Health and engineering are growing occupations in East Central Ohio with health the major employer in Jefferson County. Additional opportunities were seen in articulation agreements with other colleges and universities as well as business partnerships.

### Strengths

- Low tax rate
- Great geographic access via the river, roads, and rail
- Affordable education due to low tuition
- Available workforce

### Weaknesses

- Out-migration of 18- to 24-year-olds
- Low wages
- Lack of job opportunities

The 2006-2009 Strategic Plan was finalized and approved by the Board of Trustees in January 2006. Jefferson Community College continues to devote its resources and energy to being "Student-Centered, Community-Connected and Future-Focused".

### Strategic Goal 1

### To ensure excellence in student learning

Initiative 1.1 Improve the registration, advisory and counseling processes

#### Actions

- a. Develop customized advising for all students
- b. Implement a mandatory student orientation
- c. Hire a full time career counselor
- d. Redesign the HOST Center

Target date: April 2008

Responsibility: Executive Vice President for Academic and Student Affairs

Budget: General fund; TRIO grant; Achieving the Dream grant

## Initiative 1.2 Strengthen student achievements

### Actions

- a. Encourage participation in leadership opportunities
- b. Develop a tracking method to account for non-returning students
- c. Develop a tracking method for high school COMPASS scores to better align high school curriculum
- d. Develop a retention program for all students
- e. Develop strategies to increase successful course completion rate
- f. Implement honors program
- g. Improve developmental education

Target date: April 2008

Responsibility: Executive Vice President for Academic and Student Affairs

Budget: General fund; Achieving the Dream grant

## Initiative 1.3 Determine the effectiveness of institutional outcomes assessment

### Actions

- a. Integrate course, program, and academic assessment through the use of Trac Dat
- b. Assess general education outcomes
- c. Create a process of institutional outcomes assessment
- d. Link the process of assessment to continuous improvement
- e. Create measures to assess the assessment process

Target date: August 2007

Responsibility: Executive Vice President for Academic and Student Affairs

Budget: General fund

## Initiative 1.4 Enhance instructional consistency

### Actions

- a. Develop a mentoring program for full- and part-time faculty
- b. Implement a program for training in educational methods for all faculty
- c. Develop a mandatory orientation for all full- and part-time faculty ~~and staff~~
- d. Standardize course syllabi collegewide
- e. Ensure curriculum is current

Target date: August 2008

Responsibility: Executive Vice President for Academic and Student Affairs

Budget: General fund

Support College Principles: 1, 2, 3, 4, 5, 6

Support NCA criterion: 1, 2, 3, 4, 5

## **Strategic Goal 2      To create an innovative, diverse, and accessible environment**

### **Initiative 2.1      Maximize enrollment management**

#### **Actions**

- a. Increase enrollment in weekend and evening course offerings
- b. Expand support for online classes
- c. Study the feasibility of online degree programs
- d. Expand course offerings in surrounding counties
- e. Develop a recruitment plan for diverse constituencies to increase enrollment by 3%
- f. Market financial aid/grant/scholarships availability
- g. Expand recruitment in Pennsylvania
- h. Develop new programs in response to employment needs
- i. Improve the transfer and articulation process
- j. Pilot student learning communities for retention
- k. Create learning enrichment through smart classrooms

Target date: August 2008

Responsible party: Executive Vice President for Academic and Student Affairs; Dean of Enrollment Management and Student Information

Budget: General fund; TRIO grant; other grants

### **Initiative 2.2      Create partnerships with business, industry, local schools, government, and other constituencies**

#### **Actions**

- a. Develop service learning and internship programs with business and industry
- b. Increase partnerships with two- and four-year colleges
- c. Increase partnerships with area high schools

Target date: August 2008

Responsible party: Director, Workforce and Community Outreach; Director, Tech Prep

Budget: General fund

### **Initiative 2.3      Strengthen job training and re-training**

#### **Actions**

- a. Market job service/placement
- b. Implement a plan to offer one discounted course to graduates to refresh technical training
- c. Evaluate graduate guarantee
- d. Retain and advertise technical/customized programs' quality

Target date: August 2006

Responsible party: Director, Workforce and Community Outreach

Budget: General fund

### **Initiative 2.4      Increase enrollments in workforce readiness programs**

#### **Actions**

- a. Create specific learning opportunities for displaced and low income workers
- b. Implement an employer needs survey
- c. Increase number of specialized certificate programs

Target date: April 2007

Responsible party: Executive Vice President for Academic and Student Affairs; Director, Workforce and Community Outreach

Budget: General fund

Supports College Principles: 1, 2, 3, 5

Supports NCA criterion: 1, 2, 3, 4, 5

**Goal 3 To continuously improve the quality and effectiveness of student support and community services**

Initiative 3.1 Ensure compatibility of programs in the day, evening, and weekend through the development of a master schedule that meets the needs of the students and community

- a. Implement a coordinated master academic schedule
- b. Implement a master schedule for student events, outside groups and employee meetings
- c. Review and update the master schedule quarterly

Target date: January 2007

Responsible Party: Vice President for Administrative Services; Executive Vice President for Academic and Student Affairs

Budget: general fund

Initiative 3.2 Implement and evaluate customer evaluations

- a. Continue with student satisfaction surveys
- c. Implement a marketing study
- d. Develop a marketing plan
- e. Implement a satisfaction survey for all external and internal customers

Target date: January 2008

Responsible Party: Executive Vice President for Academic and Student Affairs; Dean, Enrollment Management and Student Information; Director, Public Information

Budget: General fund

Initiative 3.3 Improve services for all students and the community

- a. Implement a needs survey
- b. Increase cultural activity offerings
- c. Increase participation in school athletic programs
- d. Encourage growth in the number of seniors who participate in college activities

Target date: January 2009

Responsible Party: Director, Workforce and Community Outreach

Budget: General fund

#### Initiative 3.4 Increase partnerships and activities with K-12 students

- a. Implement a tracking method to evaluate the level of participation
- b. Implement a needs survey
- c. Develop a tracking method to assess enrollment at JCC

Target date: January 2009

Responsible Party: Executive Vice President for Academic and Student Affairs

Budget: General fund

Support College Principles: 1, 2, 3, 5, 6

Support NCA criterion: 1, 2, 3

### **Goal 4 To effectively manage and develop resources**

#### Initiative 4.1 Create and implement a communication plan

##### Actions

- a. Design, implement and evaluate a communication plan for faculty and staff
- b. Design, implement and evaluate a communication plan for the community
- b. Design, implement and evaluate a communication plan for students

Target date: March 2007

Responsible party: President; Director of Workforce and Community Outreach; Director of Public Information

Budget: General fund

#### Initiative 4.2 Develop human potential

##### Actions

- a. Increase number of full-time faculty by four
- b. Revise the faculty /staff job descriptions and evaluation tools
- c. Expand development opportunities in response to educational requirements and needs of the faculty and staff
- d. Develop an educational resource allocation plan for each department
- e. Develop a mandatory orientation for full- and part-time staff**
- f. Develop a reward system to recognize outstanding achievement
- g. Increase the use of technology in classrooms, labs, and offices
- h. Create a wellness center for student, faculty, staff and community use

Target date: August 2009

Responsible party: President; Vice President for Business Services; Executive Vice President for Academic and Student Affairs

Budget: General fund; Pugliese Foundation; technology fee; state instructional equipment fund

#### Initiative 4.3 Stabilize Financial Resources

##### Actions

- a. Hire one full-time development officer
- b. Create and implement a grant procurement model
- c. Inventory current program offerings by cost
- d. Develop a model to deactivate or delete programs with low enrollment or that are outdated

- e. Prioritize resources for new and remaining programs and services
- f. Apply for the Title III grant
- g. Support the levy renewal process
- h. Develop a plan for the potential reduction in state and local funding
- i. Create a legislative advocacy program
- j. Increase fundraising activities of the JCC Foundation by \$400,000

Target date: January 2008

Responsible party: President; Vice President for Business Services

Budget: General fund; Title III grant; other grants; JCC Foundation

#### Initiative 4.4 Physical Plant

##### Actions

- a. Establish a collegewide plan with policies and procedures for adoption, necessary improvement and use of; space, facility upgrades, equipment, and general maintenance
- b. Fully implement the MIS system
- c. Ensure the safety plan remains responsive to institutional and community needs
- d. Ensure the technology plan is used to support student learning

Target date: July 2007

Responsible party: Vice President for Administrative Services; Vice President for Business Services

Budget: General fund

Supports College Principles: 1, 2, 4

Support NCA criterion: 1, 2, 4, 5

## **JEFFERSON COMMUNITY COLLEGE STRATEGIC AND INSTITUTIONAL PLANNING COMMITTEE MEMBERSHIP**

### **Board of Trustee Members**

Joseph Matthews

Dorothy Blaner

Thomas D'Anniballe

Dale Featheringham

Patricia Fletcher

John Gilmore

Ruel Mitchell

Anthony Shreve

Jewett Toney

### **Strategic Planning Team/ Institutional Planning Committee**

Dr. Laura Meeks                      President

Dr. Jim Baber    Executive Vice President for Academic and Student Affairs

James Morgan    Vice President for Administrative Services

James McGrail III      Vice President for Business Services

Linda Cipriani Dean of Health and Biological Sciences  
Dr. Bonita Schaffner Dean of Humanities and Social Science  
Dr. Susan Rossi Dean of Business, Engineering and Information Technologies  
Patty Sturch Dean of Enrollment Management  
Andrea Bell Director of Workforce and Community Outreach  
Lee Ann Ballard Associate Professor  
Mary Beth Bauer Bookstore and Central Services Clerk  
Terri Dean Assistant Director of Workforce and Community Outreach  
Jay Dziejatkoski Director of Building and Grounds  
Eric Exley Associate Professor  
Julie Hocker Director of Bookstore and Central Services  
Bill Hope Associate Professor  
Ann Koon Director of Public Information  
Bernie Levite Professor  
Chuck Mascellino Director of Admissions and Advising  
Lois Rekowski Director of Library Services  
Donna Robinson Assistant Professor  
John Romanek Assistant Professor  
Mary Beth Ruthem Associate Professor, retired  
Linda Slowikowski Workforce and Community Outreach Secretary  
Karen Tucci Director of Technology Services  
Sue Vallera Assistant Professor  
Stephanie Vance Instructor  
Chris McElroy Evening Coordinator  
Darrel Lawrence Instructor  
Ella Paulman Director of Learning Skills Laboratory  
Diane Duprey Student Information Clerk  
Dr. Robin Snider-Flohr Associate Professor