Jackson State Community College
Strategic Planning Committee (SPC)
April 30 (1:00 p.m. – 2:00 p.m.)
Jim Moss Center for Nursing – Room 203
Agenda

1 – Welcome
- Dr. Hamilton welcomed members and began the meeting at 1:02 p.m. Attached is a copy of the PowerPoint presentation.

2 – JSCC Mission and Key Priorities
- The committee reviewed JSCC's Mission statement and our strategic plan's five key priorities. The fifth key priority, workforce development, is still marked as new. It is a key priority of the TBR Chancellor and Tennessee's new Governor.

3 – Timeline
- In 2019-2020, we will begin developing the objectives and goals we want to reach for our 2020-2025 Strategic Plan. The plan is typically submitted in December 2019 or January 2020, with TBR approval at the March 2020 Quarterly Board meeting.

4- 2018-2019 Strategic Planning Reviews/Themes
- The Strategic Planning Committee met in September 2018
- In October, The THEC team came and reviewed the Outcomes Based Funding Formula and the Quality Assurance Funding Formula with the SPC/campus leaders.
- Over the past year, an inventory of primary assessments has been developed. It is a list of all major assessments on campus. It is a dynamic document made up of national, state, and local assessments. The IPAR will go live to campus in July.
- A cross campus data review team was formed, DREAM. The DREAM team met this academic year to discuss the data from the national, state, and local assessment instruments and how we take the evidence of date to make improvements or celebrate accomplishments. In June the Executive Council will revisit the DREAM membership to ensure we have the right people reviewing the data.
- Funding is a big part of the strategic plan. The June 2019 Open Forum will focus on JSCC proposed 2019-2020 Budget.
- SPOL Software is another part of the strategic plan. Information on the software will be forthcoming from IR.
- We are wrapping up the 2018-2019 academic year with this meeting.

5- New Business
- The 2018-2019 DREAM data review topics were reviewed.
- 2020-2025 JSCC Strategic Plan review and planning process:
  - The Executive Council will have a Strategic Planning Retreat

- o The Strategic Planning Committee will have a Retreat
  - o Campus and Community Focus Groups will be held
  - o An on-line survey will be developed to capture feedback from students, faculty, staff, and community.
- New SACSCOC standards were reviewed. JSCC is responsible for documenting compliance with all SACSCOC standards. The Strategic Planning Committee will begin reviewing information for SACSCOC standards.

6- Why, How, What
- At the beginning of the semester, we need to ask ourselves, "What do we need to do this semester?" Once that is answered, "How are we going to do it?" At the end of the semester, "What have we done?"
- Our "Why" remains the same, it is for our students.
  - o Provide accessible learning opportunities
  - o Strengthen the workforce
  - o Empower our diverse communities

7- Other/Wrap-up
The meeting ended at 2:00 p.m.

Follow up – Action items:
Send SPC:
- The PowerPoint presentation
- IPAR draft

Spring 2019 Strategic Planning Committee

JSCC – April 30, 2019

Agenda

Welcome and Introductions
JSCC's Mission and Key Priorities
Timeline
2018-19 Strategic Planning Reviews/Themes
New Business
Why, How, What

JSCC Mission

"JSCC provides accessible learning opportunities that enhance the lives of individuals, strengthen the workforce, and empower our diverse communities by offering traditional and contemporary associated degrees, certificates, continuing education and enrichment, and college-readiness programs." (JSCC Mission)

JSCC *2015-2020 Strategic Plan* ("Roadmap")

a. Access
b. Student Success/Completion
c. Quality
d. Efficiency/ Resourcefulness
e. New: Workforce Development

Timeline

2015-2020 Strategic Plan versus 2015-2025 Strategic Plan

2015-25: "Go Live" of Strategic Plan (JSCC 2015-20)
2016-17
2017-18
2018-19
2019-20: JSCC develops a 2020-25 Strategic Plan with plans for submission for TBR approval at March 2020 TBR Quarterly Board meeting.
2020-25: "Go Live" of Strategic Plan

2018-19 Reviews/Themes

- ✓ 9.27.18: Strategic Planning Committee
- ✓ 10.12.18 (10:00-11:30 am) – THEC Team reviews Outcomes-Based Funding Formula and Quality Assurance Funding
- ✓ October-March: Data Review/Use of Data
- ✓ April 2019: Strategic Planning Committee

Culture of Data and Use of Data

Instrument	Description of Instrument	Frequency	Implementation Schedule	Responsible Area	Who analyzes the data? (primary assessor(s)	Use of Results/Expected Outcomes
Community College Survey of Student Engagement	A survey for college students (not including dual enrollment) who are taking classes on campus to gauge engagement in and out of the classroom. The survey provides JSCC with information about the student experience that is not captured elsewhere.	Every other academic year	spring terms	Institutional Research	Key Findings are shared with campus as a whole. Specific pieces of data are shared with various groups on campus who are focused on different subgroups of students.	CCSSE is used as part of the Quality Assurance Funding report, and it is scored using JSCC's previous scores as well as CCSSE's overall data. This survey provides JSCC with information on the student experience that we cannot/do not get elsewhere. The data can be broken down into very specific subsets in order to really view the experience of a particular type of student.

New Business: DREAM 2018-19

2018-19
September Data Focus: Strategic Planning
October Data Focus: OBF and QA Funding
November Data Focus: SENSE and CCSSE
January Data Focus: Student Withdrawal Survey
February Data Focus: GED/HiSET Students
March Data Focus: Advising Survey(s)
April Data Focus: Summary and Next Steps
May Data Focus: Working Groups
June Data Foci: Use of Results with 2018-19 analyses;
                           IPEDS, retention, and graduation rates

New Business: _2020-2025 JSCC Strategic Plan_

Review: Mission, Vision, and Key Priorities

Planning process:
- Strategic Planning Committee Retreat
- Strategic Planning Focus Group Sessions
- Strategic Planning Online Survey

New Business: SACSCOC

SACSCOC (Section 4 – Governing Board)

The governing board

4.2.a   ensures the regular review of the institution's mission.
         (Mission review)

4.2.g   defines and regularly evaluates its responsibilities and expectations.
         (Board evaluation)

New Business: SACSCOC

The governing board

4.2.a	ensures the _regular review_ of the institution's mission.
	(Mission review)

Regular review:
 - 5 year review (aligned with 5-year planning cycle) and annual review (Institutional Mission Profile
	review)
 - Annual review of Institutional Mission Profile
   a. January 2019 – TBR requested institutional mission profile reviews from campuses
   b. March 2019 – TBR Quarterly Board meeting: Institutional Mission Profile reviewed
   c. May 17, 2019 – THEC Spring Quarterly Board meeting: Institutional Mission Profile to be
       reviewed

New Business: SACSCOC

The governing board

4.2.g   defines and regularly evaluates its responsibilities and expectations.
           (Board evaluation)

Regular review:
 - The Board shall conduct a self-assessment every other year, beginning in 2018.

Timeline:
 - June 2018 TBR Board meeting – TBR Approval of Changes to the Bylaws re: Board Self-Assessment
 - September 2018 TBR Board meeting – Self-Assessment instrument developed
 - October 1-19, 2018 – Assessment administered
 - December 2018 TBR Board meeting – Board Assessment Report 2018

TBR – Board Evaluation Results

The assessment report provides <u>compliments</u> and <u>concerns</u> from members of the board with the following themes emerging:

1) Communication with the board
2) Education of emerging leaders
3) Improve construction of committee agendas
4) Continue board development and education
5) Board education on risk assessments and vulnerabilities
6) Building relationships with the new administration
7) Appreciate the opportunity to serve and be part of higher education in Tennessee.
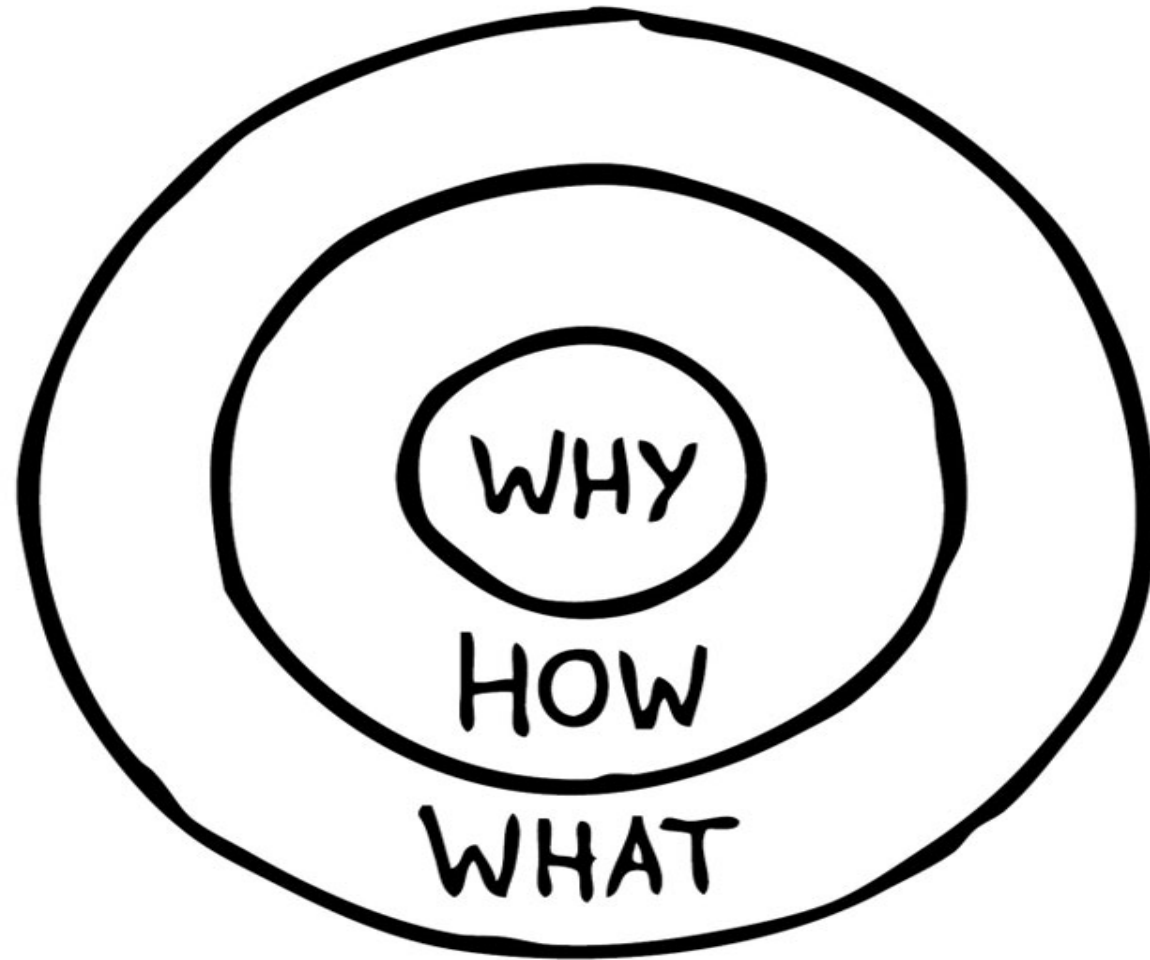
"I went by your office today and they said they you were gone for a few days and I can't wait that long to tell you that I got accepted to the XX program at XXXX. I cannot express how grateful I am for everything JSCC has done for me. Thank you a million times for allowing me to reach my goals. "

2018-19 Inventory of Primary Assessments and Reports (DRAFT 2.13.19)

	Instrument	Description of Instrument	Frequency	Implementation Schedule	Responsible Area	Who analyzes the data? (primary assessor(s)	Use of Results/Expected Outcomes			
1	IPEDS	U.S. Department of Education mandated questionnaires	Annually	Typically, September through April	Institutional Research		Institutional data used to improve programs and services			
2	Community College Survey of Student Engagement (CCSSE)	A survey for college students (not including dual enrollment) who are taking classes on campus to assess enagement in and out of the classroom. The survey provides JSCC with information about the student experience that is not captured elsewhere.	Every other academic year	Spring terms	Institutional Research	Key Findings are shared with campus as a whole. Specific pieces of data are shared with various groups on campus who are focused on different subgroups of students.	CCSSE is used as part of the Quality Assurance Funding report, and it is scored using JSCC's previous scores as well as CCSSE's overall data. This survey provides JSCC with information on the student experience that we cannot/do not get elsewhere. The data can be broken down into very specific subsets in order to really view the experience of a particular type of student.			
3	Survey of Entering Student Engagement (SENSE)	A survey for new to college students who are taking entry-level classes on campus to assess enagement in and out of the classroom. The survey provides JSCC with information about the student experience that is not captured elsewhere.	Every other academic year	Fall terms	Institutional Research	Key Findings are shared with campus as a whole. Specific pieces of data are used by various groups on campus who are focused on different subgroups of students.	SENSE is used as part of the Quality Assurance Funding report, and it is scored using JSCC's previous scores as well as SENSE's overall data. This survey provides JSCC with information on the student experience that we cannot/do not get elsewhere. The data can be broken down into very specific subsets in order to really view the experience of a particular type of student.			
4	Title VI Annual Reporting		Annually	July	Human Resources					
5	Title IX Annual Report		Annually	August	Human Resources					
6	Affirmative Action Plan and Reporting		Annually	January	Human Resources					
7	Compensation Plan Revisions to TBR		Annually	March	Human Resources		For approval at June TBR Board Meeting.			
8	Salary file to TBR		Annually	August	Human Resources		For state salary database updates (public record)			
9	VETS4212 Federal Contract Reporting to TBR		Annually	September	Human Resources					
10	Compensation Reporting to TBR		Quarterly		Human Resources		For TBR Board review and approval in accordance with TBR policy			
11	Access and Diversity funding report to TBR		Semi-Annually	January and August	Human Resources					
12	TBR College Profile Report	TBR profile report for JSCC	updated February 2018	Spring terms	President's Office	Executive Council	Institutional data used to continuously improve JSCC programs and services (enrollment, retention, and persistence to graduation efforts).			
13	TBR Athletic Interests and Abilities Survey	TBR conducts this survey to assess interest in collegiate and intramural athletics.	Every two to three years	Spring term	Athletics/Institutional Research	Athletics/TBR	A taskforce put together by TBR CC members determines if changes need to be made to the athletic programs in the system. No recommendations have been been made thus far.			
14	TBR Getting to Know You/Academic Mindset	TBR conducts this survey to understand how students differ in attitudes, beliefs, personality traits, and perceptions of college.	Annually	Fall terms	Academic Affairs	TBR/JSCC IR Office if data is made available	This information helps TBR to learn how best to help each student be successful in their studies and career choices. This survey is designed for first-year students. This information gives TBR guidance when developing student success initiatives.			
15	TBR Equity in Athletics Disclosure Act Report	Conducted by the Director of Athletics and submitted to the Department of Education. This report is to ensure that institutional funds are distributed equitably between male and female athletes.	Annually	Mid-October (3-year cycle per TBR)	Athletics Director/President	Department of Education	To inform the college if there are inequities in funding between male and female athletes.			
16	TBR Risk Assessment	A risk assessment is conducted annually on areas included in the audit universe to determine the priority of risk based audits included in the audit plan.	Annually	Spring term (begins in March and is due to TBR by May 31)	Finance/Internal Audit	Financial Analyst and Director of Internal Aduit	All risks are identified for the area under review, and adequate controls are in place to mitigate the risks. This is then reported to TBR.			
17	TBR Low-Producing Program Report	TBR report of low-producing programs.	Annually	Fall terms (~November)	VPAA	Academic Deans	Continuously improve JSCC's academic programs.			
18	TBR Post-approval Monitoring Report (PAM)	TBR report of recently implemented academic programs (last 3 years)	Annually		VPAA	Academic Deans	Continuously improve JSCC's academic programs.			

#	Title	Description	Frequency	Timing	Responsible Office	Shared With	Use			
19	THEC Quality Assurance Review Report	THEC report documenting institutional results for the THEC QA Funding Standards	Annually	Summer terms	President's Office	Executive Council	Continuously improve JSCC's programs, services, retention, graduation rates, and teaching/learning outcomes.			
20	THEC Persistence to Graduation Report	THEC report of the persistence to graduation rates of JSCC's first-time full-time freshmen as determined six years after their initial fall semester.	Annually	Spring 2017	Institutional Research	Executive Council, Presidents Cabinet, Academic Affairs, Students Affairs	Institutional data used to continuously improve JSCC programs and services (enrollment, retention, and persistence to graduation efforts).			
21	14th Day Enrollment Data	Official report of each semester's enrollment data.	Each semester	Summer, Fall, Spring	VPIE and VPSS	Executive Council; President's Cabinet; Student Affairs Divisional meetings; Academic Deans meetings	Continuously improve JSCC's programs, services, retention, and graduation rates, as appropriate.			
22	Academic Awards	Offical report of college's graduates (program completers)	Annually	Summer terms	VPIE and VPSS	Executive Council; President's Cabinet; Student Affairs Divisional meetings; Academic Deans meetings	Continuously improve JSCC's programs, services, retention, and graduation rates, as appropriate.			
23	Academic Program: Accreditation	Assessment of academic programs by discipline-specific accreditation agencies.	Variable	Variable	VPAA	Variable	Continuously improve JSCC's programs, services, retention, graduation rates, and teaching/learning outcomes.			
24	Academic Program: Academic Audit	Assessment of non-accredited programs.	Each non-accredited degree program is reviewed once every five years (per THEC QA cycle)	THEC QA cycle	Academic Affairs/Academic Divisions	VPAA; Academic Deans; Program Directors and Faculty	Continuously improve JSCC's programs, services, retention, graduation rates, and teaching/learning outcomes.			
25	Assessment of Administrators Survey (Internal Constituents Survey)	Assessment of internal constituents' satisfaction with college administrators.	TBD	Spring terms	President's Office and Assessment of Administrators Committee	President's Office; Executive Council	These results are used as part of the annual vice president evaluations (done by President) and provide vice presidents with suggestions as to how to continuously improve the quality of the work environment.			
26	Budget	JSCC Financial Budget	Spring/Fall terms	May/October	VPFAA	President's Office; Executive Council	Continuously improve JSCC's financial planning.			
27	Compensation Equity Plan	TBD	TBD	TBD	TBD	TBD	TBD			
28	Affirmative Action Plan	TBD	TBD	TBD	TBD	TBD	TBD			
29	Job Placement	Placement is tracked for all technical certificate completers and AAS graduates to see how many are working in the field of study.	Annually	Spring/Summer terms	Institutional Research/Academic Secretaries/Faculty	Program Directors/Institutional Research/ Perkins Coordinator	This data is part of the annual federal Perkins reporting done by IR. It shows gaps in employment in gender and ethnicity. It provides program directors information necessary for program improvement.			
30	General Education Competency Exit Exam: ETS Proficiency Profile	General Education Exit exam required of all degree completers.	Annually	Summer terms	Institutional Research	Institutional Research/Academic Deans	These results show the proficiency of JSCC graduates in multiple areas including humanities, social studies, math, etc. This data is disaggregated by academic division based on the students' program of study.			
31	Graduate Exit Survey	A survey of upcoming graduates to get feedback and satisfaction levels on multiple areas of the college.	Annually	Summer terms	Institutional Research	Results are shared with all employees. Any responses about specific courses or staff/faculty are shared with the appropriate dean and VP.	The survey provides valuable information about the students' perceptions of the college and roadblocks that they face that hinder their progress. The goal is to highlight areas that JSCC is excelling at while also showing those that need improvement. Satisfaction concerning specific functions of the college are collected here.			
32	Student Ratings of Instruction: IDEA	A survey that serves as a course evaluation in which faculty receive feedback on students' perceptions of their learning on specific learning objectives.	Annually	Fall/spring terms (half of the faculty are evaluated each term)	Institutional Research	Academic Deans and individual faculty	These results are used as part of the annual faculty evaluations (done by division deans) and provide faculty with suggestions of teaching methods to increase or begin using based on the learning objectives deemed significant for that course.			
33	Student Ratings of Instruction: IOTA360 (new 2018-19)	A survey that serves as a course evaluation in which faculty receive feedback on students' perceptions of their learning on specific learning objectives.	Annually	Fall/spring terms (half of the faculty are evaluated each term)	Institutional Research	Academic Deans and individual faculty	These results are used as part of the annual faculty evaluations (done by division deans) and provide faculty with suggestions of teaching methods to increase or begin using based on the learning objectives deemed significant for that course.			

34	Employee Exit Interviews	Human Resources conducts an interview at the time of a full-time employee exiting the college. Issues such as benefits, final paycheck, and collecting company items are addressed. Some questions about the employee's tenure are also asked.	Ongoing/As needed	Ongoing/As needed	Human Resources	Human Resources	When an issue can be shared with a supervisor, HR does so in order to improve operations and communication. This is done in hopes of addressing issues at the college and to improve internal customer service.			
35	Campus Safety and Security Survey	Annual survey that collects information relevant to campus safety and security. - Criminal offenses (on campus, Non campus, public property) - Hate crimes (on campus, Non campus, public property) - VAWA offenses (on campus, Non campus, public property) - Arrests (on campus, Non campus, public property) - Disciplinary actions (on campus, Non campus, public property) - Unfounded crimes (on campus, Non campus, public property)	Annually	Mid-October	Director of Environmental Health and Safety (Police Dept)	Will be made public for any stakeholders to view	Awareness of activities and potential safety issues on campus.			
36	Professional Privilege taxes for JSCC employees	2 CPAs, Licensed Counselor	Annually	March	Human Resources					
37	1095's for employees	Required documents for employees for Healthcare Reporting	Annually	April	Human Resources					
28	Edison extract for annual enrollment	Updates submitted for annual enrollment-sent to PayFlex and Benefits Administration	Annually	August	Human Resources					
	Others:									
	EMSI Reports									
	Dual Enrollment Conversions by County Report									
	JSCC GED/HiSET Report									
	JSCC Student Withdrawal Survey									
	New Student Orientation Satisfaction Survey (?)									
	Strategic Planning/Budget Survey (?)									
	Master Plan	A plan of college facilities	10-year plan (with annual assessment ?)	Ongoing	Director of Physical Plant/VPFAA	President's Office; Executive Council;	Used for long-range planning			
	TBR Physical Facilities Inventory and Survey (PFIS) (?)	A report of all college owned and leased facilities. Inventory is a record of building spaces, square feed, roof types, HVAC, etc.	Ongoing	Ongoing	Director of Physical Plant/VPFAA	President's Office; Executive Council;	Used to mointor the conditions of buildings, space utilization, and managed related needs.			
	Academic Advising Survey (for advisors)	An academic advising survey that gauges f	Annual (fall)	Ongoing	IR/QEP	IR Director/QEP Coordinator	Used in QEP Impact Report and continuing improvements in advising practices.			