

**Jackson State**  
COMMUNITY COLLEGE



STRATEGIC PLAN

**2025**

# 2022-2025 STRATEGIC PLAN

*Strategies for Success: Striving to be dynamic, different, and dependable.*

## STRATEGIC PRIORITIES



### OUR PLAN

This strategic plan is aligned with the Strategic Priorities and Cross-Cutting Themes identified by the Tennessee Board of Regents. It is aligned with the mission of the institution to “provide accessible learning opportunities that enhance the lives of individuals, strengthen the workforce, and empower our diverse communities by offering traditional and contemporary associate degrees, certificates, continuing education and enrichment, and college-readiness programs.”

### THE CHALLENGE

As an institution we were challenged at the start of the Fall 2022 semester to be dynamic, different, and dependable. This strategic plan

outlines the strategies that will help us be successful in that endeavor.

FY20 was chosen as our baseline because this includes the Fall prior to the Covid-19 pandemic. This was the year that the institution began to experience a steady decline in enrollment, retention, and graduation (aligning with national trends of the same time period). JSCC desires to improve in each of these areas, and striving to get back to FY20 numbers provides an attainable goal for improvement.

### MAKING IT HAPPEN

Jackson State Community College will form work groups for each area of the strategic plan in order to progress towards meeting or exceeding the goals the plan has set

forth. This plan will be implemented during the Fall 2022 semester and will be revisited for revisions in Fall 2025. The plan will be submitted for review and approval to TBR in December 2022.

### THE DETAILS

The 2025 Strategic Plan is broken down into three main Strategic Priorities with both Long-term and Short-term goals.

#### #1 Open Access

#### #2 Completion

#### #3 Community and Workforce Development

Each of these three Strategic Priorities will be broken down throughout this plan. Equally, each Strategic Priority will have cross-cutting themes (explained on the following page) that will be identified with each Short- and Long-term goals.

## STRENGTHENING COLLABORATION



Collaborative relationships are key to the success of Jackson State Community College. Collaborations with various external educational institutions, local business and industry partners, the community, our students, internally within the college, and our state leadership provide many voices and perspectives that can assist us in aligning our institutional mission with the needs that exist in our community.

## HARNESSING INNOVATION



Embracing innovation will become more important than ever as Jackson State Community College pushes into the future. Just like TBR, we will examine our current student service structures, and rethink and reinvent systems to be more dynamic and relevant to future student needs and challenges. We will embrace and pursue innovative ways in which we educate, train, and serve our students.

# CROSS- CUTTING THEMES

## ENHANCING INSTITUTIONAL & OPERATION CAPACITY



Aligning with TBR's definition of enhancing institutional and operational capacity, Jackson State Community College is working to build our capacity by identifying, evaluating, promoting, and investing in best practices that will help us better carry out the daily functions that serve students efficiently and effectively.

## FULFILLING EQUITY











Student success is central to all other functions of Jackson State Community College. As our mission states, "We desire to provide accessible learning opportunities that enhance the lives of individuals, strengthen the workforce, and empower our diverse communities."

# **OUR MISSION**




**TO PROVIDE ACCESSIBLE  
LEARNING OPPORTUNITIES  
THAT ENHANCE THE  
LIVES OF INDIVIDUALS,  
STRENGTHEN THE  
WORKFORCE, AND  
EMPOWER OUR DIVERSE  
COMMUNITIES BY  
OFFERING TRADITIONAL  
AND CONTEMPORARY  
ASSOCIATE DEGREES,  
CERTIFICATES,  
CONTINUING EDUCATION  
AND ENRICHMENT, AND  
COLLEGE-READINESS  
PROGRAMS.**

# OPEN ACCESS

**Long-Term Goal 1.1** - Jackson State Community College will provide equitable educational opportunities that support the academic and professional goals of all of our students, including those from underrepresented and underserved populations.













LONG-TERM GOAL 1.1	FY20 BASELINE	FY25 GOAL	CROSS-CUTTING THEMES
<p><b>1.1a</b> Meet or exceed the baseline of overall Fall and Spring enrollment by 2025 (End of Term)</p> <ul style="list-style-type: none"> <li>Meet or exceed the enrollment baseline within the Adult Learner (age 25 or older) sub-population by 2025</li> <li>Enroll at least 50% of baseline of dual-enrolled students by 2025</li> <li>Meet or exceed the enrollment baseline of Pell-eligible student by 2025</li> <li>Meet or exceed the enrollment baseline of SPARC county students by 2025 (Benton, Carroll, Decatur, Hardeman, Hardin, Henderson, McNairy)</li> </ul> <p><b>1.1b</b> Develop and provide opportunities for cultural engagement to serve the needs and interests of our diverse community</p> <p><b>1.1c</b> Develop and provide opportunities for lifelong and global learning for our diverse community.</p> <p><b>1.1d</b> Expand course offering modalities in all programs of study, expand the number of terms, and add additional meeting times overall in order to provide increased access to all students</p>	<p>Fall 2019= 4,946 Spring 2020= 4,242</p> <p>Fall 2019= 1,275 Spring 2020= 1,106</p> <p>Fall 2019= 1,290 Spring 2020= 1,241</p> <p>Fall 2019= 2,192 Spring 2020= 1,739</p> <p>Fall 2019= 1714 Spring 2020= 1428</p> <p>FY20 number of cultural events/engagements= 6</p> <p>FY20 number of Global Learning Course offerings= 0</p> <p># of modalities= 9 # of terms= 3 in Fall, 3 in Spring # of time choices Morning (Fall/Spring) = 297/286 Afternoon (Fall/Spring) = 152/143 Evening (Fall/Spring) = 121/96</p>	<p>Fall 2024= 4,946 Spring 2025= 4,242</p> <p>Fall 2024= 1,275 Spring 2025= 1,106</p> <p>Fall 2024= 1,290 Spring 2025= 1,241</p> <p>Fall 2024= 2,192 Spring 2025= 1,739</p> <p>Fall 2024= 1714 Spring 2025= 1428</p> <p>FY25: exceed the number of cultural events/engagements</p> <p>FY25= exceed the number of Global Learning Course offerings</p> <p>FY25= increase offerings in all categories</p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>

**Long-Term Goal 1.2** - Jackson State Community College will use and distribute fiscal resources equitably and responsibly to benefit all students.

LONG-TERM GOAL 1.2	FY20 BASELINE	FY25 GOAL	CROSS-CUTTING THEMES
<p><b>1.2a</b> Meet or exceed the baseline number of Foundation scholarships awarded by 2025.</p> <p><b>1.2b</b> Increase promotion of the institution through strategic recruitment and marketing to adult learners and economically disadvantaged students.</p> <p><b>1.2c</b> Pursue co-funding opportunities through local partnerships.</p>	<p>FY20= 10</p> <p>New Project</p> <p>FY20= 13 co-funded projects</p>	<p>FY25= 20</p> <p>FY25= at least 6 focused campaigns</p> <p>FY25= increase number of co-funded projects</p>	<p></p> <p></p> <p></p>

# COMPLETION

**Long-Term Goal 2.1** - Jackson State Community College will improve student persistence, retention and success by identifying and reducing barriers to completion for all students.

LONG-TERM GOAL 2.1	FY20 BASELINE	FY25 GOAL	CROSS-CUTTING THEMES
<p><b>2.1a</b> Meet or exceed the baseline for Fall-to-Fall (part-time and full-time) retention.</p> <p><b>2.1b</b> Meet or exceed the baselines of student indicators for timely progression (annual achievement of 12, 24, &amp; 36 SCH) toward completion of <b>all students</b>.</p> <ul style="list-style-type: none"> <li>Meet or exceed the baselines of student indicators for timely progression (annual achievement of 12, 24, &amp; 36 SCH) toward completion of <b>adult learners (25+)</b>.</li> <li>Meet or exceed the baselines of student indicators for timely progression (annual achievement of 12, 24, &amp; 36 SCH) toward completion of <b>Pell-eligible students</b>.</li> </ul> <p><b>2.1c</b> Meet or exceed the baseline number of credentials earned (associate degrees and certificates) by <b>all students</b>.</p> <ul style="list-style-type: none"> <li>Meet or exceed the baseline number of credentials earned (associate degrees and certificates) by <b>adult learners (25+)</b>.</li> <li>Meet or exceed the baseline number of credentials earned (associate degrees and certificates) by <b>Pell-eligible students</b>.</li> </ul> <p><b>2.1d</b> Meet or exceed the baseline numbers for success rates of academically underprepared students (success rates in ENGL1010, MATH1030, READ1010).</p>	<p><b>Fall 2019- Fall 2020 (part-time)</b> = 42.3%  <b>Fall 2019- Fall 2020 (full-time)</b> = 44.9%</p> <p><b>Fall 2019</b>                      12SCH= 573                      24 SCH= 299                      36 SCH= 357</p> <p><b>Spring 2020</b>                      12SCH= 614                      24 SCH= 590                      36 SCH= 309</p> <p><b>Fall 2019</b>                      12SCH= 573                      24 SCH= 299                      36 SCH= 357</p> <p><b>Spring 2020</b>                      12SCH= 614                      24 SCH= 590                      36 SCH= 309</p> <p><b>Fall 2019</b>                      12 SCH= 573                      24 SCH= 299                      36 SCH= 357</p> <p><b>Spring 2020</b>                      12 SCH= 614                      24 SCH= 590                      36 SCH= 309</p> <p><b>Fall 2019=</b> 190  <b>Spring 2020=</b> 423</p> <p><b>Fall 2019=</b> 73  <b>Spring 2020=</b> 86</p> <p><b>Fall 2019=</b> 96  <b>Spring 2020=</b> 233</p> <p><b>Fall 2019</b>                      ENGL1010= 55.2%                      MATH1030= 56.5%                      READ1010= 68%</p> <p><b>Spring 2020</b>                      ENGL1010= 37.6%                      MATH1030= 35.1%                      READ1010= 52.6%</p>	<p><b>Fall 2023- Fall 2024 (part-time)</b> = 42.3%  <b>Fall 2023- Fall 2024 (full-time)</b> = 44.9%</p> <p><b>Fall 2024</b>                      12SCH= 573                      24 SCH= 299                      36 SCH= 357</p> <p><b>Spring 2025</b>                      12SCH= 614                      24 SCH= 590                      36 SCH= 309</p> <p><b>Fall 2019</b>                      12SCH= 573                      24 SCH= 299                      36 SCH= 357</p> <p><b>Spring 2020</b>                      12SCH= 614                      24 SCH= 590                      36 SCH= 309</p> <p><b>Fall 2019</b>                      12 SCH= 573                      24 SCH= 299                      36 SCH= 357</p> <p><b>Spring 2020</b>                      12 SCH= 614                      24 SCH= 590                      36 SCH= 309</p> <p><b>Fall 2019=</b> 190  <b>Spring 2020=</b> 423</p> <p><b>Fall 2019=</b> 73  <b>Spring 2020=</b> 86</p> <p><b>Fall 2019=</b> 96  <b>Spring 2020=</b> 233</p> <p><b>Fall 2024</b>                      ENGL1010= 55.2%                      MATH1030= 56.5%                      READ1010= 68%</p> <p><b>Spring 2025</b>                      ENGL1010= 37.6%                      MATH1030= 35.1%                      READ1010= 52.6%</p>	<p> </p> <p> </p> <p> </p> <p> </p> <p> </p> <p> </p>



*Our mission statement is very simple. It's five words: Student Success & Workforce Development. We take that mission very seriously – on every campus across our system. It's why we exist. We are totally and absolutely committed to the success of our students – and the communities and the state that we serve.*

**DR. FLORA TYDINGS**

Chancellor, Tennessee Board of Regents










# COMPLETION

**Long-Term Goal 2.2** - Jackson State Community College will increase professional development, training, and resources for faculty and staff that support meeting students'

LONG-TERM GOAL 2.2	FY20 BASELINE	FY25 GOAL	CROSS-CUTTING THEMES
<b>2.2a</b> Establish a Center for Teaching and Learning that will provide targeted training and resources for employees.	<b>New Project</b>	Have center operational by Fall 2024	  
<b>2.2b</b> Develop and implement a professional development and training calendar that is published by the start of the academic year.	<b>New Process</b>	Calendar published at beginning of each academic year, beginning Fall 2023	 
<b>2.2c</b> Establish and integrate HIPs (High Impact Practices) across the curriculum.	<b>New Process</b>	Complete faculty training and integrate HIPs across the curriculum by Fall 2024	 
<b>2.2d</b> Establish a process to ensure high-quality and consistency within online learning.	<b>New Process</b>	70% of all full-time faculty with online courses will complete training by Fall 2024	  






**Long-Term Goal 2.3** - Jackson State Community College will focus on holistic student development by providing robust supplemental activities and co-curricular support for all students with a focus on at-risk and underprepared student populations.

LONG-RANGE GOAL 2.3	FY20 Baseline	FY25 Goal	Cross-Cutting Themes
<b>2.3a</b> Meet or exceed baselines for overall engagement within extra-curricular and co-curricular groups and activities for <b>all students</b> . <ul style="list-style-type: none"> <li>Meet or exceed baselines for overall engagement within extra-curricular and co-curricular groups and activities for <b>academically underprepared students</b>.</li> </ul>	New Process	Will work to increase from Fall 2022 numbers	
	New Process	Will work to increase from Fall 2022 numbers	
<b>2.3b</b> Meet or exceed baselines for success rates within extra-curricular and co-curricular groups for <b>all students</b> . <ul style="list-style-type: none"> <li>Meet or exceed baselines for success rates within extra-curricular and co-curricular groups for <b>academically underprepared students</b>.</li> </ul>	New Process	Will work to increase from Fall 2022 numbers	
	New Process	Will work to increase from Fall 2022 numbers	
<b>2.3c</b> Revise General Education Core to focus more on 21st century skills that encompass the 7 Core Competencies proposed by TBR.	New Process		  




# COMPLETION

**Long-Term Goal 2.4** - Jackson State Community College will offer individualized support and guided pathways for degree completion and/or transfer opportunities.



LONG-TERM GOAL 2.4	FY20 BASELINE	FY25 GOAL	CROSS-CUTTING THEMES
<p><b>2.4a Academically underprepared students</b> at JSCC will be advised by a staff advisor in the Office of Advising.</p>	<p><b>Fall 2021</b>= 740/1061 or 69.75% (new advising office began in Spring 2021)</p>	<p>Work to increase from Fall 2022 numbers</p>	 
<p><b>2.4b</b> Provide academic support services to all academically underprepared students, including tutoring, writing center, and computer access through the Academic Assistance Center.</p>	<p><b>New Process</b>- will begin tracking in Spring 2023</p>	<p>Work to increase overall number served (based on Spring 2023)</p>	 
<p><b>2.4c</b> Fully implement guided pathways for success.</p>	<p><b>New Project</b></p>	<p>Implemented by Spring 2025</p>	 

**Long-Term Goal 2.5** - Jackson State Community College will monitor and improve the effectiveness and quality of educational programs and services.

LONG-TERM GOAL 2.5	FY20 BASELINE	FY25 GOAL	CROSS-CUTTING THEMES
<p><b>2.5a</b> Meet or exceed the comparative peer-group institutions for academic success measures (including exit exams, major field tests, and licensure exams).</p>	<p><b>Spring 2020</b> Exit exams: 435.01</p> <p><b>Licensure</b> NCLEX: 95.1% ORTE: 100% NPTE: 88.9% ARRT: 100% COARC: N/A</p> <p><b>Major Field</b> Business: 74.7 Engineering: 72.3 Teaching: 156.7</p> <p><b>New Process</b>- will begin tracking in Spring 2023</p> <p><b>New Project</b></p>	<p>Meet or exceed Spring 2020</p> <p>Meet or exceed Spring 2020</p> <p>Meet or exceed Spring 2020</p>	

# COMPLETION

**Long-Term Goal 2.5** - Jackson State Community College will monitor and improve the effectiveness and quality of educational programs and services.

LONG-TERM GOAL 2.5	FY20 BASELINE	FY25 GOAL	CROSS-CUTTING THEMES
<p><b>2.5b</b> Meet or exceed our peer cohort regarding student support services as determined by surveys administered to students (CCSSE &amp; SENSE)</p> <p><b>2.5c</b> Acquire and/or maintain accreditation for 100% of its creditable programs &amp; maintain a satisfactory academic audit (rubric score of 2.5 or higher) for non-accredited programs.</p>	<p><b>FY20</b>  <b>CCSSE</b>                      Support for Learners: 56.8</p> <p><b>SENSE</b>                      Academic and Social Support Network: 50.3</p> <p><b>FY20</b> (programmatic accreditation)</p> <p><b>Business</b> (ACBSP): Accredited until 2027  <b>Nursing</b> (ACEN): Accredited until 2023  <b>OTA</b> (ACOTE): Accredited until 2023  <b>PTA</b> (APTA): Accredited until 2026  <b>Engineering</b> (ATMAE): Accredited until 2024  <b>Paramedic</b> (CAAHEP): Accredited until 2025  <b>Respiratory Care</b> (COARC): Accredited until 2023-report submitted  <b>Radiography</b> (JRCERT): Accredited until 2023  <b>Medical Lab</b> (NAACLS): Accredited until 2031</p> <p><b>FY20</b> (Academic Audits)</p> <p><b>Teaching:</b> 1.50  <b>Computer Information:</b> 2.91  <b>University Parallel:</b> 2.14</p>	<p>Meet or exceed the mean scores on both CCSSE and SENSE in relation to student support services</p> <p><b>FY25:</b> Maintain accredited status for all accredited programs</p> <p>Exceed the number of satisfactory Academic Audits each year through 2025</p>	  



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*This strategic plan sets us on a trajectory for future success across our entire system. I'm optimistic of what the future holds for us.*

**DR. GEORGE PIMENTEL**











President  
Jackson State Community College

# COMMUNITY AND WORKFORCE DEVELOPMENT












**Long-Term Goal 3.1** - Jackson State Community College will invest in resources to support economic expansion in our service region.

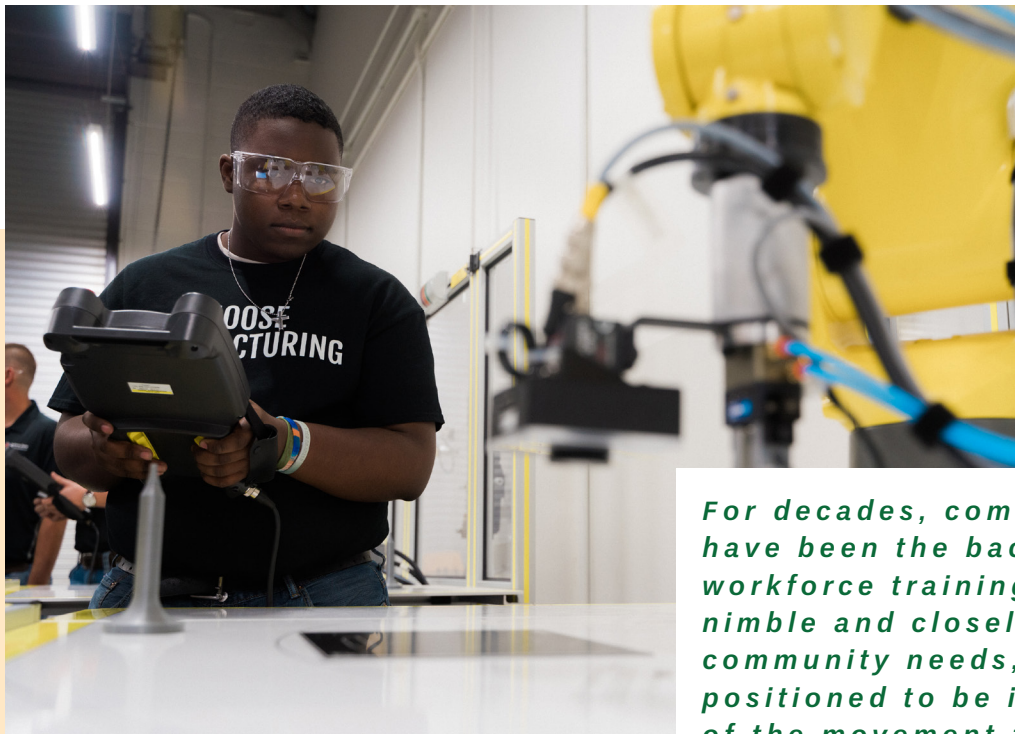
LONG-TERM GOAL 3.1	FY20 BASELINE	FY25 GOAL	CROSS-CUTTING THEMES
<p><b>3.1a</b> Increase opportunities for institutional advancement, co-funded opportunities, and targeted fundraising dollars to assist with institutional expansion in workforce development.</p>	<p><b>FY20</b> Grants= 11 Co-funded projects= 0 Foundation fundraising=</p>	<p>Actively seek and utilize grant and co-funded project opportunities related to expansion of workforce development.</p> <p>Foundation developed campaign targeted toward expansion of workforce development.</p>	 
<p><b>3.1b</b> Workforce Solutions will meet or exceed the baseline for services/resources provided to local chambers of commerce, economic development teams, DOL, etc. to aid with new business expansion/recruitment activities.</p>	<p><b>FY20=</b> 14 services/interactions</p>	<p>Meet or exceed FY20 service/interactions</p>	 
<p><b>3.1c</b> Add new AAS and non-credit programs in fields that will benefit the local workforce (both employers and those seeking employment) based on current regional needs.</p>	<p><b>New Programs</b></p>	<p><b>FY23:</b> Logistics/Supply Chain Mgmt., Manufacturing Mgmt. (focus on EV), Surgical Tech</p> <p><b>FY24:</b> Cyber Defense (concentration on Transportation Cybersecurity), Data Analytics</p> <p><b>FY25:</b> Business (concentration in Operations Mgmt.)</p>	  

**Long-Term Goal 3.2** - Jackson State Community College will provide robust career exploration and preparation opportunities to all students.

LONG-TERM GOAL 3.2	FY20 BASELINE	FY25 GOAL	CROSS-CUTTING THEMES
<p><b>3.2a</b> Meet or exceed the number of non-credit workforce contact hours for THEC's three-year running average to support economic expansion.</p>	<p><b>FY20: 26,024</b> (THEC target= 23,816)</p>	<p>Provide at least 26,064 contact hours in 2025</p>	  
<p><b>3.2b</b> Increase the number of work-based learning opportunities with local business and industry.</p>	<p><b>FY20:</b> xx AMT students enrolled in Co-op courses</p>	<p>Increase work-based learning enrollments (co-op) by 5%</p>	  
<p><b>3.2c</b> Using regional industry data, increase the number of unique non-credit offerings in order to provide new or upskill training opportunities.</p>	<p><b>FY20:</b> 103</p>	<p><b>FY25:</b> 103 or more</p>	  
<p><b>3.2d</b> Increase the number of industry partnerships.</p>	<p><b>FY20:</b> 255</p>	<p><b>FY25:</b> Increase of 5%</p>	

# COMMUNITY AND WORKFORCE DEVELOPMENT

LONG-TERM GOAL 3.2	FY20 BASELINE	FY25 GOAL	CROSS-CUTTING THEMES
<p><b>3.2e</b> Increase the number of students who receive career exploration in workforce-related fields.</p>	<b>New Project</b>	<p><b>Annually:</b> Begin working with America Job Center, hold Career Exploration Fair for 8<sup>th</sup> graders, hold Spring Job Fair</p>	 
<p><b>3.2f</b> Increase enrollment by capitalizing on currently-existing and newly-developed articulation agreements with TCAT.</p>	<b>New Project</b>	<p>Begin enrolling students from TCAT articulation agreements by Fall 2024</p>	  
<p><b>3.2g</b> Provide pathways for students who are enrolled in workforce-related AAS programs through Gen Ed courses that have been contextualized to a student's program of study.</p>	<b>New Project</b>	<p>Create course syllabus and begin offering ENG1010 with a focus on workforce skills by FY25</p>	  
<p><b>3.2h</b> Teach and support needed workforce skills by offering the "Soft Skills in the Workforce" credential.</p>	<b>New Program</b>	<p>Pilot this course during AY23, expand to the Gen Ed curriculum in AY24, and to Workforce in AY25</p>	  



*For decades, community colleges have been the backbone of American workforce training. Because they are nimble and closely attuned to local community needs, they are inherently positioned to be influential leaders of the movement for a sustainable economy.*

**ED BEGLEY, JR.**

Actor and Environmental Activist

**P A G E I N T E N I O N A L L Y  
L E F T B L A N K**

**Jackson State**  
COMMUNITY COLLEGE



**S T R A T E G I C   P L A N**