

**Jackson State**  
COMMUNITY COLLEGE



STRATEGIC PLAN

**2025**

# 2015-2025 STRATEGIC PLAN

*Strategies for Success - striving toward dynamic, different, and dependable.*

## STRATEGIC

## PRIORITIES

**OPEN  
ACCESS**

**COMPLETION**

**COMMUNITY &  
WORKFORCE  
DEVELOPMENT**

### 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, hence these

are the strategies identified to help us be successful in that endeavor.

Baselines from FY20 were chosen as 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 was 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-range 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-range goals.

## STRENGTHENING COLLABORATION



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

## HARNESSING INNOVATION



Embracing innovation will become more important than ever as Jackson State Community College pushes into the future. Just as TBR has committed, we will examine our current student service structures, and to 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 do the daily functions used to 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-Range Goal 1.1** - Jackson State Community College will provide equitable educational opportunities that support the academic and professional goals of all of our students.

















LONG-RANGE GOAL 1.1	FY20 Baseline	FY25 Goal	Cross-Cutting Themes
<b>1.1a</b> Meet or exceed the baseline of overall Fall and Spring enrollment in by 2025 (End of Term) <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 students 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>	<b>Fall 2019</b> = 4,946 <b>Spring 2020</b> = 4,242  <b>Fall 2019</b> = 1,275 <b>Spring 2020</b> = 1,106  <b>Fall 2019</b> = 1,290 <b>Spring 2020</b> = 1,241  <b>Fall 2019</b> = 2,192 <b>Spring 2020</b> = 1,739  <b>Fall 2019</b> = 1,714 <b>Spring 2020</b> = 1,428	<b>Fall 2019</b> = 4,946 <b>Spring 2020</b> = 4,242  <b>Fall 2019</b> = 1,275 <b>Spring 2020</b> = 1,106  <b>Fall 2019</b> = 645 <b>Spring 2020</b> = 621  <b>Fall 2019</b> = 2,192 <b>Spring 2020</b> = 1,739  <b>Fall 2019</b> = 1,714 <b>Spring 2020</b> = 1,428	              
<b>1.1b</b> Will develop and provide opportunities for cultural engagement to serve the needs and interests of our campus community.	<b>FY20</b> number of cultural events/engagement=6	<b>FY25</b> = exceed the number of cultural events/engagement	 
<b>1.1c</b> Develop and provide opportunities for lifelong and global learning for our campus community.	<b>FY20</b> number of Global Learning Course Offerings = 0  <b># of modalities</b> = 9 <b># of terms</b> = 3 in Fall, 3 in Spring <b># of time choices:</b> <b>Morning</b> (Fall & Spring)= 297/286 <b>Afternoon</b> (Fall & Spring)= 152/143 <b>Evening</b> (Fall & Spring)= 121/96	<b>FY25</b> = exceed the number of Global Learning Course Offerings          <b>FY25</b> = increase offerings in all categories	             

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

LONG-RANGE GOAL 1.2	FY20 Baseline	FY25 Goal	Cross-Cutting Themes
<b>1.2a</b> Meet or exceed the baseline number of Foundation scholarships awarded by 2025.	<b>FY20</b> = 10	<b>FY25</b> = 20	 
<b>1.2b</b> Using regional demographic data, increase promotion of the institution through strategic recruitment and marketing to adult learners and economically disadvantaged students.	<b>New Project</b>	<b>FY25</b> = at least 6 focused campaigns	  
<b>1.2c</b> Pursue co-funding opportunities through local partnerships.	<b>FY20</b> = 13 co-funded projects	<b>FY25</b> = Increase number of co-funded projects	 

# COMPLETION

**Long-Range 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-RANGE 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>Fall 2019-Fall 2020</b> (part-time)= 42.3% <b>Fall 2019-Fall 2020</b> (full-time)=44.9%</p>	<p><b>Fall 2019-Fall 2020</b> (part-time)= 42.3% <b>Fall 2019-Fall 2020</b> (full-time)=44.9%</p>	 
<p><b>2.1b</b> By 2025, meet or exceed the baselines of student indicators for timely progression (annual achievement of 12, 24, &amp; 36 SCH) toward completion of <b>all</b> students.</p>	<p><b>Fall 2019</b> 12 SCH= 573 24 SCH= 299 36 SCH= 357 <b>Spring 2020</b> 12 SCH= 614 24 SCH= 590 36 SCH= 309</p>	<p><b>Fall 2019</b> 12 SCH= 573 24 SCH= 299 36 SCH= 357 <b>Spring 2020</b> 12 SCH= 614 24 SCH= 590 36 SCH= 309</p>	 
<ul style="list-style-type: none"> <li>By 2025, 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> </ul>	<p><b>Fall 2019</b> 12 SCH= 96 24 SCH= 101 36 SCH= 98 <b>Spring 2020</b> 12 SCH= 141 24 SCH= 143 36 SCH= 121</p>	<p><b>Fall 2019</b> 12 SCH= 96 24 SCH= 101 36 SCH= 98 <b>Spring 2020</b> 12 SCH= 141 24 SCH= 143 36 SCH= 121</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>Pell eligible</b> students.</li> </ul>	<p><b>Fall 2019</b> 12 SCH= 251 24 SCH= 145 36 SCH= 182 <b>Spring 2020</b> 12 SCH= 211 24 SCH= 310 36 SCH= 171</p>	<p><b>Fall 2019</b> 12 SCH= 251 24 SCH= 145 36 SCH= 182 <b>Spring 2020</b> 12 SCH= 211 24 SCH= 310 36 SCH= 171</p>	 
<p><b>2.1c</b> By 2025, meet or exceed the baseline number of credentials earned (associate degrees and certificates) by <b>all</b> students.</p>	<p><b>Fall 2019</b>=190 <b>Spring 2020</b>=423</p>	<p><b>Fall 2019</b>=190 <b>Spring 2020</b>=423</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</b>.</li> </ul>	<p><b>Fall 2019</b>=73 <b>Spring 2020</b>=86</p>	<p><b>Fall 2019</b>=73 <b>Spring 2020</b>=86</p>	 
<ul style="list-style-type: none"> <li>Meet or exceed the baseline number of credentials earned (associate degrees and certificates) by <b>Pell eligible students</b>.</li> </ul>	<p><b>Fall 2019</b>=96 <b>Spring 2020</b>=233</p>	<p><b>Fall 2019</b>=96 <b>Spring 2020</b>=233</p>	 
<p><b>2.1d</b> By 2025, meet or exceed the baseline numbers for success rates of academically underprepared students (success rates in ENGL10, MAT30, READ10).</p>	<p><b>Fall 2019</b> ENGL10=55.2% MATH10=56.5% READ10=68% <b>Spring 2020</b> ENGL10= 37.6% MATH30= 35.1% READ10= 52.6%</p>	<p><b>Fall 2019</b> ENGL10=55.2% MATH10=56.5% READ10=68% <b>Spring 2020</b> ENGL10= 37.6% MATH30= 35.1% READ10= 52.6%</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 Bureau of Regents












# COMPLETION

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

LONG-RANGE 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>	Center operational in 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 by beginning of Fall 2024	 
<b>2.2c</b> JSCC will establish and integrate HIPs (High Impact Practices) across the curriculum	<b>New Process</b>	Complete faculty training and integrate HIPs across all 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-Range 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> .	<b>New Process</b>	Will work to increase from Fall 2022 numbers	
<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>	<b>New Process</b>	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> .	<b>New Process</b>	Will work to increase from Fall 2022 numbers	
<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>	<b>New Process</b>	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.	<b>New Process</b>		  




# COMPLETION

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



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

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

LONG-RANGE GOAL 2.5	FY20 Baseline	FY25 Goal	Cross-Cutting Themes
<b>2.5a</b> Meet or exceed the comparative peer group institutions for academic success measures (including exit exams, major field tests, licensure exams).	<b>Spring 2020</b> Exit Exams: 435.01 (-2.09)	Meet or exceed Spring 2020	
	<b>Licensure</b> NCLEX: 95.1% ORTE: 100% NPTE: 88.9% ARRT: 100% COARC: N/A	Meet or exceed Spring 2020	
	<b>Major Field</b> Business: 74.7 Engineering: 72.3 Teaching: 156.7	Meet or exceed Spring 2020	
	<b>New Process</b> - will begin tracking in Spring 2023  <b>New Project</b>		

# COMPLETION

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

LONG-RANGE GOAL 2.5	FY20 Baseline	FY25 Goal	Cross-Cutting Themes
<p><b>2.5b</b> Meet or exceed its peer cohort regarding student support services as determined by surveys administered to students (CCSSE &amp; SENSE)</p>	<p><b>FY20 CCSSE</b> Support for Learners : 56.8</p> <p><b>SENSE</b> Academic and Social Support Network: 50.3</p>	<p>Meet or exceed the mean scores on both CCSSE and SENSE in relation to student support services</p>	
<p><b>2.5c</b> The institution will acquire and/or maintain accreditation for 100% of its accreditable programs &amp; maintain a satisfactory academic audit (rubric score of 2.5 or higher) for non-accredited programs.</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</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>FY25- 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 DEVELOPEMENT












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

LONG-RANGE 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>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>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>FY20</b> Grants = 11 Co-funded projects = 0 Foundation Fundraising</p> <p><b>FY20</b> = 14 services/ interactions</p> <p><b>New Programs</b></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>Meet or exceed FY20 service/interactions</p> <p><b>FY23</b>= Logistics/Supply Chain Management, Manufacturing Management (focus on EV), Surgical Technology <b>FY24</b>= Cyber Defense (concentration on Transportation Cybersecurity), Data Analytics <b>FY25</b>= Business (concentration in Operations Management)</p>	<p> </p> <p> </p> <p>  </p>

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

LONG-RANGE GOAL 3.2	FY20 Baseline	FY25 Goal	Cross-Cutting Themes
<p><b>3.2a</b> The number of non-credit workforce contact hours will meet or exceed the THEC three-year running average to support economic expansion.</p> <p><b>3.2b</b> Increase number of work-based learning opportunities for students with local business and industry.</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>3.2d</b> Increase the number of industry partnerships.</p>	<p><b>FY20: 26,064</b> contact hours (THEC target=23,816)</p> <p><b>FY20: 16</b> AMT Students enrolled in Co-Op Courses</p> <p><b>FY20: 103</b></p> <p><b>FY20: 255</b></p>	<p>Provide at least 26,064 contact hours in 2025</p> <p>Increase work-based learning enrollments (co-op) by 5%</p> <p><b>FY25: 103</b> or more</p> <p><b>FY25: Increase of 5%</b></p>	<p>  </p> <p>  </p> <p>  </p> <p></p>

# COMMUNITY AND WORKFORCE DEVELOPEMENT

LONG-RANGE GOAL 3.2 (CONT'D)	FY20 Baseline	FY25 Goal	Cross-Cutting Themes
<b>3.2e</b> Increase the number of students who receive career exploration in workforce-related fields.	<b>New Project</b>	<b>Annually:</b> Begin working with American Job Center, Hold Career Exploration Fair for 8th Graders, Hold Spring Job Fair	 
<b>3.2f</b> JSCC will capitalize on increasing enrollment through currently existing and newly developed articulation agreements with TCAT.	<b>New Project</b>	Begin enrolling students from TCAT articulation agreements by Fall 2024	  
<b>3.2g</b> JSCC will 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.	<b>New Project</b>	Create course syllabus and begin offering ENG1010 with a focus on workforce skills by FY25	  
<b>3.2h</b> JSCC will teach and support needed workforce skills through offering the "Soft Skills in the Workforce" credential.	<b>New Program</b>	Pilot this course during AY23, expand through the Gen Ed Curriculum in AY24, and to Workforce in AY25	  



*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 Enviornmental 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



## STRATEGIC PLAN

Jackson State Community College does not discriminate on the basis of race, color, national origin, sex, or disability.

See our full policy at: [www.jscc.edu/eeoc](http://www.jscc.edu/eeoc)