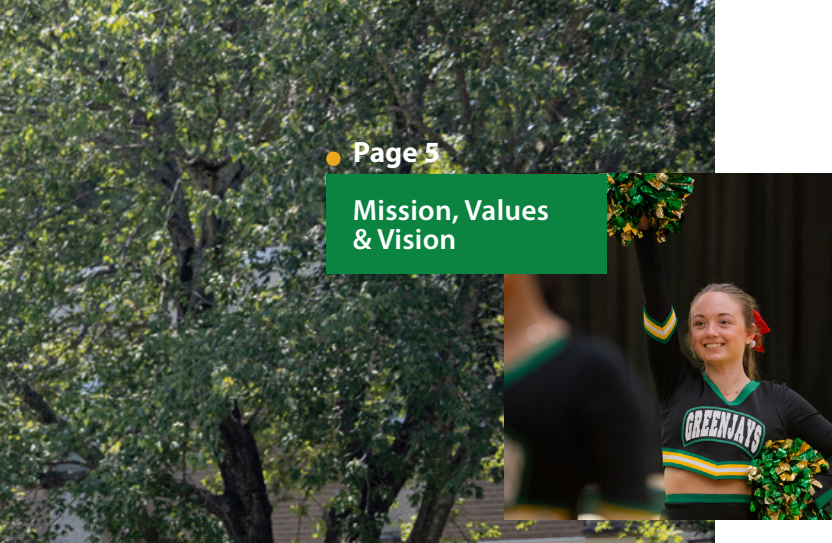


Jackson State



“

“We strive to meet the needs of every student that walks through our doors. To see them pursue an education to transform their lives is monumental, but also insprational for us as educators.”



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Mission, Values
& Vision

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The 3R's to Success



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Our Goals



Plan Execution
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Creating Our Plan

The background of the graphic is a photograph of a modern brick building with large windows, partially obscured by green trees. The image is used as a backdrop for the large letters and the school name.

SHS

Jackson State



OUR MISSION

Jackson State Community College provides accessible learning opportunities that strengthen communities, empower students, and enhance lives.

OUR VALUES

- *Student-Centered Care*
- *Momentum and Growth*
- *Reliability and Stewardship*
- *Grit, Culture and Community Pride*
- *Opportunity and Promise*

OUR VISION

JSCC is a catalyst for opportunity where students, partners, and communities see their future through education.

WHAT DOES “SEE” MEAN?

Following campus, community, and student surveys, we compiled the data for the steering committee to review. From this review, we developed a series of mission statements centered around common words and themes. From that, Strengthen, Empower, and Enhance stood out, and soon became the core foundation of our institutional mission statement.



THE 3 R'S TO SUCCESS

THREE WORDS THAT TRANSFORMED
JACKSON STATE



“*Our reputation reflects not only who we are today, but who we are becoming.*”

DR. CAROL ROTHSTEIN
JSCC President

THREE WORDS TO LIVE BY

At the very beginning of my time as President here at Jackson State Community College, I shared three words that shape my leadership: **Relationships, Resources, and Reputation**, and since that day, I have kept them at the core of everything we do here at JSCC. Why these three words, you ask?

Relationships matter. In fact, they are the foundation of everything we do. Whether with students, colleagues, community partners, or employers, relationships drive trust, collaboration, and shared purpose. By making relationships a core pillar of how we operate, we strengthen internal alignment, deepen community partnerships, and create an environment where respect and collaboration guide our work.

Resources enable progress. From day one, my commitment has been to ensure our campus reflects the

impeccable education our students receive. Responsible stewardship of financial, physical, and human resources is critical to sustaining a strong and thriving institution. Strategic investment in people, programs, and technology ensure that our students have the tools they need to succeed.

Reputation is the result. Reputation is earned through consistent results and meaningful impact. It begins with an outstanding student experience and is affirmed by employer confidence, successful transfers, workforce readiness, and community trust. Our reputation reflects not only who we are today, but who we are becoming. Our reputation as a college is reflected in the pride our students have when they walk across the graduation stage.

THREE R's BECOME SIX



EXPANDING OUR R'S

Our initial three R's of Relationships, Resources, and Reputation were the bedrock for defining who we are and how we operate. As we began to develop our Strategic Plan for the next 5 years a common theme appeared; we needed to expand the three R's to encompass where we are going and how we will get there. That's when the three R's became six to include Reach, Relevance, and Results to complete the framework of our Strategic Plan.

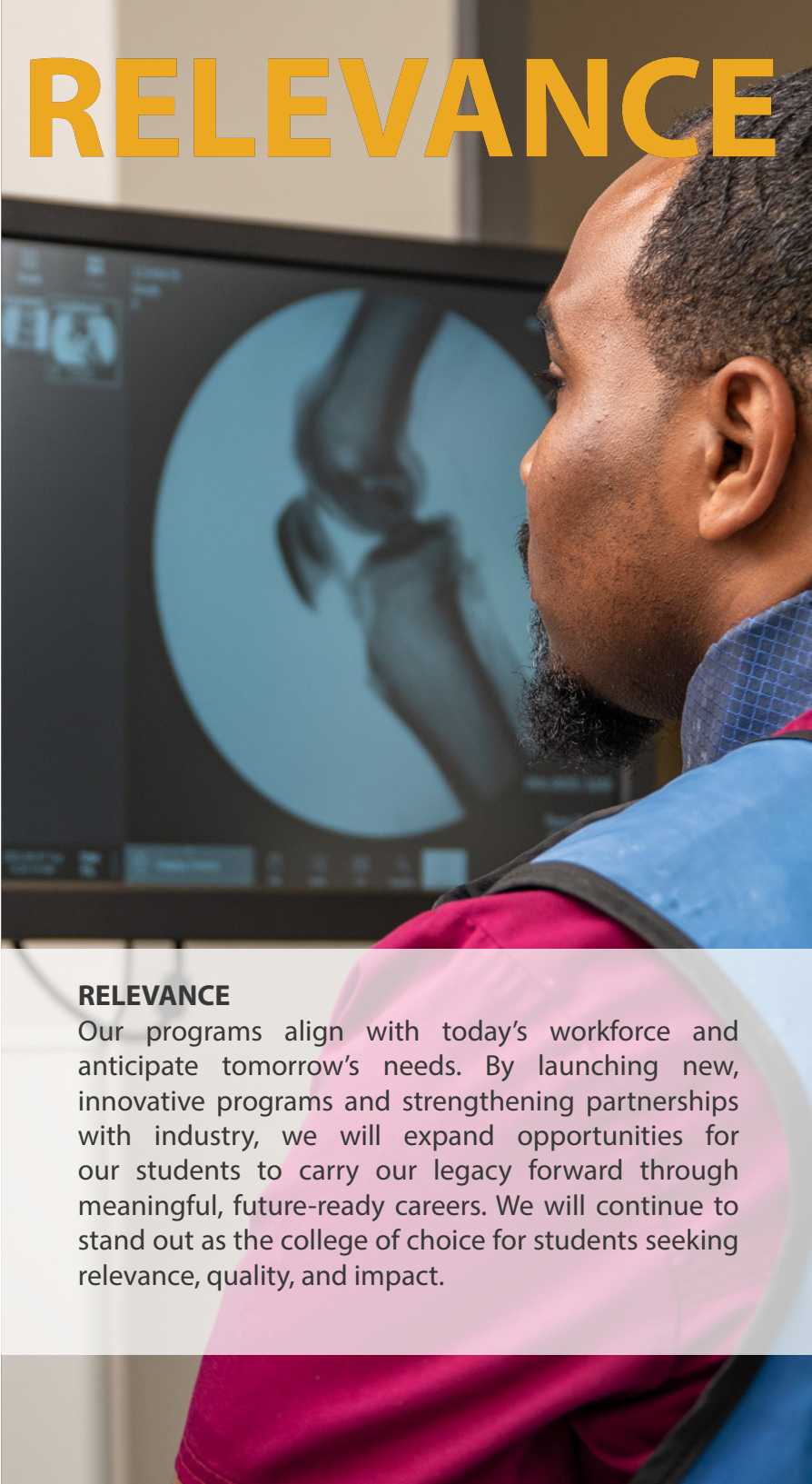
REACH

REACH

Our influence is deeply rooted throughout West Tennessee. Building on that foundation, we will expand our reach by broadening access, amplifying impact, and empowering more learners. Looking ahead, our reach will extend across Tennessee and beyond, showcasing our capabilities on state, regional, and national stages and positioning us as a leading educational pillar that connects learners everywhere to innovation and opportunity.



RELEVANCE

A man with a beard, wearing a blue and maroon graduation gown, is shown in profile, looking at a computer monitor. The monitor displays a blue circular graphic with a white silhouette of a person's arm and hand. The background is slightly blurred, showing what appears to be a classroom or lecture hall setting.

RELEVANCE

Our programs align with today's workforce and anticipate tomorrow's needs. By launching new, innovative programs and strengthening partnerships with industry, we will expand opportunities for our students to carry our legacy forward through meaningful, future-ready careers. We will continue to stand out as the college of choice for students seeking relevance, quality, and impact.

RESULTS

A woman with curly brown hair, wearing a black graduation cap and gown, is shown from the chest up. She is smiling and looking slightly to her right. Her right hand is raised, holding the tassel of her cap. The background is blurred, showing other graduates in caps and gowns.

RESULTS

Through an instilled culture of continuous improvement, we will focus on delivering meaningful results that strengthen our partnerships, support current and future workforce needs, and elevate student success. When a student crosses the graduation stage, it represents achievement not only for the individual, but for the entire college and all who contributed to their journey.

“

“Our students are our legacy. Equally, our Strategic Plan lays the groundwork for how we will continue to impact West Tennessee for generations to come.”





THE R's IN *Action*

With a powerful mission statement, a refined set of values, and a renewed vision, we are positioning ourselves for a vibrant future. Through the six R's we have established, we developed a framework for success by defining goals for each of our R's. In addition to these defined goals, we developed strategic priorities that will usher in a new era for Jackson State in West Tennessee. In the next section, you will be able to explore these goals and priorities in detail, along with how we are putting this Strategic Plan into effect, along with desired outcomes of the plan.

Relationships

OUR GOAL

Jackson State builds and sustains relationships among students, alumni, employees, and community partners that foster belonging, collaboration, and shared purpose to advance student success and regional contribution.





How we get there:

STRATEGIC PRIORITIES

- Design experiences that connect students and alumni with faculty, staff, and peers to build belonging and engagement.
- Deliver coordinated, holistic support that helps students navigate the college experience with confidence.
- Advance a collaborative employee culture grounded in shared purpose, trust, and collective responsibility for student achievement.
- Grow collaborations with educational partners to create pathways that improve preparation, transfer, and workforce opportunities.
- Sustain long-term partnerships with community and industry to expand student opportunities and support regional vitality.

Resources

OUR GOAL

Jackson State invests in people, facilities, and technology to build institutional capacity and maintain financial sustainability, ensuring students and employees have the resources needed to advance student success and organizational effectiveness.





How we get there:

STRATEGIC PRIORITIES

- Recruit, support, and develop talented employees through intentional hiring and high-impact professional development.
- Maintain modern facilities and technology-enabled learning environments that support high-quality instruction and employee productivity.
- Ensure that campus infrastructure and environment support the safety, security, and well-being for students, employees, and visitors.
- Improve systems, processes, and data-informed practices to support sustainable growth, operational efficiency, and timely decision-making.
- Increase external funding (grants, philanthropy, and entrepreneurial initiatives) to expand access and student opportunities.

Reputation

OUR GOAL

Jackson State is recognized as a leading community college and is known for academic excellence, workforce education, student success, and regional economic impact.





How we get there:

STRATEGIC PRIORITIES

- Tell student success stories and share outcomes to demonstrate the value and economic return of a JSCC education.
- Leverage employer partnerships and feedback to keep programs aligned to workforce needs and build employer confidence.
- Build trust with external stakeholders through sustained engagement with communities, civic organizations, industry, and education partners.
- Promote a distinctive brand identity that signals quality, innovation, and opportunity.

Reach

OUR GOAL

JSCC expands access and regional influence through targeted recruitment, community presence, diverse programs, and partnerships that connect learners to education and opportunity.





How we get there:

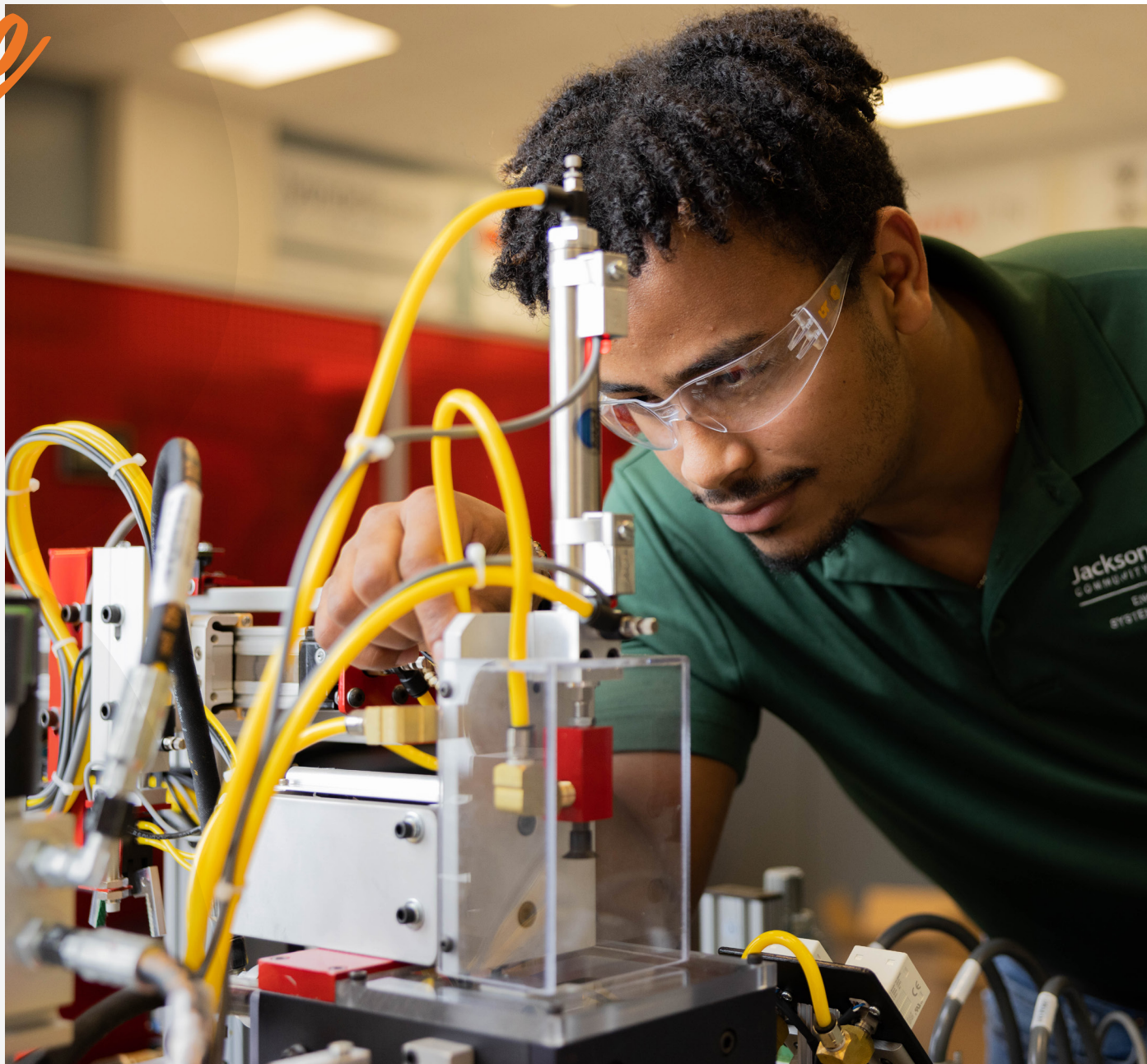
STRATEGIC PRIORITIES

- Strengthen dual enrollment and early/middle college pipelines with intentional advising and transition support to post-secondary certificates/degrees.
- Implement a comprehensive enrollment strategy to boost application and enrollment rates for upcoming and recent high school graduates.
- Improve outreach and recruitment for adult learners with clear onboarding and proactive advising support.
- Increase program delivery models to reduce access barriers for working adults and geographically diverse communities.
- Scale regional access and visibility through on-ground centers and expanded support services

Relevance

OUR GOAL

Jackson State delivers high-quality, innovative programs and learning experiences aligned with workforce and community needs through transfer, professional, technical, and experiential learning opportunities that support student success and regional workforce development.





How we get there:

STRATEGIC PRIORITIES

- Ensure liberal and fine arts, transfer, and workforce programs remain responsive to employer and community needs.
- Expand stackable credentials and workforce pathways that support career entry and advancement.
- Integrate emerging technologies and industry-informed practices into teaching and learning.
- Enrich learning through applied labs, student life, athletics, clubs, and civic and global engagement.



Results

OUR GOAL

Jackson State achieves strong outcomes in student success, employer satisfaction, employee engagement, and community support and is known for a culture of continuous improvement.





How we get there:

STRATEGIC PRIORITIES

- Improve course success, persistence, and retention resulting in more graduates prepared for transfer, employment, and life-long learning.
- Strengthen alignment among advising, academic pathways, and career outcomes so students can make informed choices and reach their goals.
- Increase employee engagement, satisfaction, and retention reflecting a supportive, high-performing workplace culture.
- Earned community confidence, trust, and commitment to JSCC.
- Demonstrate measurable improvement across institutional areas through consistent use of data and evidence in decisions and program enhancement.

MAKING THE PLAN *Happen*



Making the Plan Happen starts with the Strategic Plan setting clear direction and focus for where we are going as an institution. That direction comes to life through the work of our units and departments, which make the plan happen day-to-day. Each

unit develops Institutional Effectiveness (IE) plans that align with and support the strategic priorities, showing how their work contributes to the bigger picture. Progress is tracked using a mix of high level KPIs and unit level IE measures, with clear tools, targets,

and timeframes. This shared approach helps us stay focused, monitor progress, make adjustments along the way, and ensure continuous improvement throughout the life of the Strategic Plan.

OUR *Outcomes*

MILESTONES

Helping students to earn more credits while at Jackson State, setting them up for greater success when transferring or if they need to pause their education.

MAKING THEIR DREAMS COME TRUE

Crossing the graduation stage is where dreams come true for our students. We strive to see the students that enter our doors cross that stage, whether that be with a degree in hand or an industry certificate.

#1

CHOICE FOR STUDENTS

WORKFORCE IMPACT

Supporting our local workforce with industry-recognized and non-credit workforce credentials so that we help to create a stronger, more equipped workforce.

ACHIEVING SUCCESS

A, B, and C's for final grades are one thing, but ensuring our students have what they need to achieve them is another. Our students are the next generation of leaders and thinkers, so we want to ensure that they successfully complete their courses with the highest grade possible.

5,000

FULL TIME ENROLLMENT

Welcoming students for the first time is truly exciting, but to have them choose to return means the world to us. We want to do all we can to see students return each semester knowing they are supported as they continue their educational journey.

YOU BELONG HERE

CREATING OUR PLAN

A Strategic Plan of this size doesn't just happen overnight. Our 2026-2031 Strategic Plan was diligently put together over the course of a six-month period of pre-planning and workshops led by JSCC President Dr. Carol Rothstein and Committee Co-Chairs Dr. Amber Nelms and Dr. Darlette Samuels. They developed a robust structure of institutional feedback during this time period that involved a 25-person steering committee.

A network of larger sub-committees was developed involving 70+ people across all facets of the college to develop the plan. Each sub-committee represented elements of each pillar, led by knowledge leaders of the institution. This, along with campus- and community-wide surveys generated feedback that was both candid and detailed for the steering committee to incorporate into shaping the Plan.



**EXECUTIVE
CHAIR**

DR. CAROL ROTHSTEIN
JSCC President



CO-CHAIR

DR. AMBER NELMS
Executive Director of Institutional Research & Accountability



CO-CHAIR

DR. DARLETTE SAMUELS
Chief Strategy & Innovation Officer



Meet

OUR SUBCOMMITTEE CHAIRS

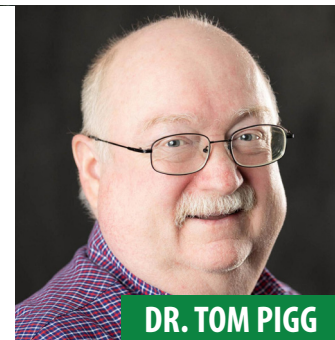


JULIE MULA

Director of Human Resources

INSTITUTIONAL CULTURE

Strengthen communication, morale, campus climate, and professional development across employee groups.



DR. TOM PIGG

Executive Director of Workforce Solutions; Dean, School of Business, Industry, and Technology

WORKFORCE PARTNERSHIPS

Expand employer relationships, apprenticeships, and work-based learning opportunities.



SARA YOUNGERMAN

Vice President of Academic Affairs

ACADEMIC INNOVATION

Strengthen academic quality, program relevance, teaching excellence, and flexible delivery models.



TIM DELLINGER

EVP of Finance, Administration, and Student Services

FINANCIAL VITALITY

Strengthen revenue diversification, efficiency, philanthropy, and long-term sustainability.

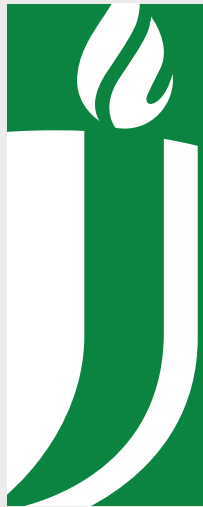


SETH HARDEN

AVP of Enrollment Management

STUDENT SUCCESS

Improve recruitment, retention, completion, advising, and student belonging.



CONNECT WITH US

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jssc.edu | 800-355-JSCC