Goal 1 - Increase student success by improving student satisfaction, retention, persistence, graduation and transfer rates.

_Judy Korb_

**Task 1. Create an academic master plan aligned with the strategic goals integrating student and employer needs through academic programming and student experience initiatives.**

_Liaison: Andy Anderson; project lead: Julie Haas_

- Instruction will examine and document processes (program review, new programs, scheduling).
- Student services will implement co-curricular development goals and align them with curricular learning objectives through a formal assessment process.*
- Instruction and Continuing Education will document and integrate the environmental scan, program review, new product development and CRM processes.
- Instruction will define clear criteria/thresholds for action (coordinate with goal 2.1).

**Task 2. Enhance student success by integrating academic offerings, advising and student resources.**

_Liaison: Judy Korb; project lead: Shelia Mauppin_

- Instruction and student services will explore how model of advising will be changed.
- Instruction and student services will prepare for implementation.
- Instruction and student services will implement new model of advising, connecting discipline-specific faculty with students.
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<tr>
<th>Task 3. Using data, identify and implement high impact practices that have demonstrated positive results in student satisfaction, retention, persistence, graduation and transfer rates.*</th>
<th>Academic Year 2014/15</th>
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<td>Liaison: Patrick Rossol-Allison; project lead: Jessica Tipton</td>
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<td>Library will analyze high impact practices that align with JCCC data and prioritize findings.</td>
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<td>Cabinet will create new tasks to implement high impact practices.</td>
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**Task 4. Increase credit enrollment by developing a long-range enrollment and recruiting plan**

Liaison: Dennis Day; project lead: Paul Kyle

Instruction, Student Services and Marketing Communications propose enrollment target to cabinet.

Instruction, Student Services and Marketing Communications will segment market and define segment owners.

Instruction, Student Services and Marketing Communications will formalize enrollment plan.

Instruction, Student Services and Marketing Communications will identify segment-appropriate service delivery approaches.

**Task 5. Foster a culture that inspires college employees to proactively support students.***

Liaison: Karen Martley; project lead: Debbie Eisenhower

Institutional Research will conduct an employee engagement survey. Staff Development will review engagement data and create an engagement plan.

Staff Development will implement an engagement plan that includes customer service training.

HR/Staff Development will implement wellness strategy.
Goal 2 - Demonstrate increased agility in responding to stakeholder needs.

Barbara Larson

Task 1. Fully implement program review and development process to ensure that curricular offerings maintain high quality and align with community needs by growing, restructuring, adding or discontinuing programs as appropriate.

Liaison: Andy Anderson; project lead: Clarissa Craig

Instruction and Administrative Services will establish process to execute actions.

Instruction and Continuing Education will create agile solution that incorporates Continuing Education/credit program development.

Instruction, Continuing Education and Administrative Services will develop standardized process to develop new programs based on community needs.

Task 2. Improve satisfaction with internal business processes (quality and delivery time).

Liaison: Denise Moore; project lead: Mitch Borchers

Project lead will inventory high impact business processes.

Institutional Research will quantify satisfaction.

Continuing Education and Library will research industry best practices set goals based on industry best practices.

Project lead will prioritize process improvements based on value to stakeholder (KPIs) and cost effectiveness.

Project lead will coordinate functional areas to implement high impact process improvements.
### Goal 3 - Focus on communicating the College's comprehensive offerings

**Task 1: Develop a comprehensive marketing plan that supports the priority of increasing enrollment at JCCC.**  
*Liaison: Julie Haas; project lead: Christy McWard*

Marketing Communications will examine the college’s messaging to help us more clearly differentiate ourselves from competitors.

Marketing Communications will coordinate with Continuing Education, Instruction, Student Services to implement new channels and methods to strategically strengthen the college's brand and communicate available opportunities and resources to students, customers and stakeholders. Marketing Communications will realign marketing and advertising assumptions and allocation of resources to reflect new messages, channels and methods. Marketing and Communications will strategically position the college’s brand and message on all communication to students, customers and stakeholders, no matter the point of origination.

**Task 2: Enhance internal communication through increased cross-functional collaboration and intentional communication to the campus community.**  
*Liaison: Julie Haas; project lead: Emily Behrmann*

Marketing Communications will identify ways to be more strategic in communicating organizational messages. Marketing Communications will identify opportunities for improving processes within the organization to help communicate a broader organizational perspective.

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| Task 3. Expand web-based instructional options for students and the community.  
*Liaison: Andy Anderson; project lead: Vince Miller* |
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<td>Growth strategy based on relevant student success, enrollment and cost data. Instruction, Continuing Education and Administrative Services will address build vs. buy decisions. Instruction and Continuing Education will increase usage of distance learning tools by expanding professional development activities.</td>
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Goal 4 - Commit to the efficient use of resources to strengthen quality offerings.

Barbara Larson

**Task 1: Reduce administrative costs as a percentage of total expenditures through streamlining business processes, service area reviews, and reallocation of resources from administrative functions toward direct student success activities.**

Liaison: Barbara Larson; project lead: Susan Rider

Administrative Services will explore activity-based costing as a means to better identify process costs.
Administrative Services will review benchmark data to prioritize business processes for examination.
Administrative Services will compare administrative cost vs. quality, including determinations regarding "make versus buy" for identified functions.
Administrative Services will incorporate business process review into ongoing cycle of evaluation of administrative processes.

**Task 2: Improve Facility Utilization**

Liaison: Barbara Larson; project lead: Janelle Vogler

Administrative Services and the Benchmarking Institute will find national standardized facility utilization benchmarks.
Administrative Services will apply utilization standards/designate appropriate program space.
Instruction and Administrative Services will explore scheduling methodologies.
Instruction will implement revised scheduling approaches as appropriate.

**Task 3: Revamp the budget process to align the strategic goals.**

Liaison: Barbara Larson; project lead: Barbara Larson

Administrative Services will identify appropriate budgeting approach/software solution.
Administrative Services and Staff Development prepare and deliver training to budget administrators.
Administrative Services will implement new budget process for subsequent fiscal year.
Administrative Services will coordinate functional areas to institute chargebacks/showbacks as part of budget process.
The contributions of support services including, but not limited to Administrative Services, Human Resources, Information Services, Institutional Research are crucial for almost every task. Project leads have been advised to include these important stakeholders as appropriate.

* Task is also an AQIP Action Project.