Performance Improvement Plan
JAMESTOWN COMMUNITY COLLEGE

Section 1: Campus Alignment with SUNY Excels (the framework for the Power of SUNY 2020) and SUNY’s overall focus on completion.

Introduction
Jamestown Community College is a comprehensive community college located in southwestern New York, with campuses in Jamestown and Olean and an extension center in Dunkirk.

With 571 faculty and staff, JCC serves 5065 students in 18 certificate and 35 associate degree programs. The majority of students come from local communities, but a significant number of students come from across the state and a smaller number come from other countries as well. The chart below summarizes some key data regarding the student body:

<table>
<thead>
<tr>
<th>Jamestown Students at a Glance: Fall, 2014</th>
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</thead>
<tbody>
<tr>
<td>Status: 50% full-time; 50% part-time</td>
</tr>
<tr>
<td>Gender: 58% female; 42% male</td>
</tr>
<tr>
<td>Degree Seeking: 2% certificates; 61% associates degrees; 37% non-matriculated</td>
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<tr>
<td>Age: 80% below 25; 20% 25 and older</td>
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</tbody>
</table>

Mission / Standing
The mission of Jamestown Community College is:

Jamestown Community College is a comprehensive, regional, open-access, student-centered institution that embraces academic excellence and meets the service area’s learning needs in diverse ways, including liberal arts transfer degree programs, career programs, community service, developmental education, and business and industry training. The college’s partnership with the greater community contributes to the social and intellectual improvement, economic development, and cultural enrichment of western New York State and northwestern Pennsylvania.

The college vision statement outlines the aspirational goals for the college and sets the tone for the college’s future endeavors:

Jamestown Community College, an integral part of our communities’ social and economic frameworks, will be the region’s premier provider of transfer, career, developmental, and continuing education, and will be recognized for academic excellence, a collaborative spirit, innovative leadership, and an entrepreneurial mindset.

JCC was noted as a top-performing community college by the Chronicle of Higher Education, based in part on high graduation rates which typically rank among the top five in SUNY.

JCC distinguishes itself as a destination of choice for a large percentage of regional students who graduate in the top 20% of their class, each of whom receives the Unified Student Assistance (USA) Scholarship which provides an amount equal to in-state tuition for up to four semesters.
To remain competitive with its peer institutions, JCC must continue to attract top regional scholars, while intensifying its efforts to reach underserved regional populations. In addition, the college must expand its outreach efforts beyond the service area to attract new domestic and international students.

JCC is highly regarded by the communities it serves and enjoys positive relationships with its regional sponsors, which include Chautauqua County, Cattaraugus County, and the City of Jamestown. Recognizing the significant role the college plays in regional economic development, the college is committed to addressing local workforce needs by creating and maintaining relevant and high quality learning experiences at both the credit and non-credit level.

Program Mix / Centers / Distinct Programs or Activities
JCC recognizes that academic programs serve as a cornerstone for access, as students will be encouraged to enroll if they identify a program which will move them towards attainment of career goals. Thus, the college carefully balances an array of programs designed to position students for transfer, or immediately for the world of work via AAS and certificate programs. As the college is positioned in a geographically large, rural area, JCC facilitates access by offering programs at two campuses located 50 miles apart, and offers an array of courses at an extension center 25 miles from the Jamestown campus. In addition, JCC offers 17 programs fully online, creating convenient access for non-traditional students and others with a need for flexible scheduling.

The college’s future plans include development of programs in new and emerging fields such as sport management, mechatronics, and nanotechnology in partnership with another SUNY community college.

In addition, JCC is currently developing plans for new or revised programs in response to local needs in areas such as addictions studies and health information technology, with support from two SUNY High Needs grants.

The college also continues its expansion of online programs, while protecting the quality of the online experience. To this end, JCC was selected to participate in Open SUNY + and has just begun the Open SUNY Institutional Readiness Assessment process.

JCC is active in applied and experiential learning, and has been on the cutting edge in implementing undergraduate research in the community college, supported in part through a significant National Science Foundation grant awarded to one member of JCC’s faculty. In addition, the college has a strong commitment to technology-enhanced instruction and makes effective use of both online and interactive television modalities while supporting the creative use of technology in face-to-face courses as well.

Post-Graduation Success
The college has access to information on the success of those transferring to other institutions in part through SUNY reports and through the National Clearinghouse. While more reliable data is anticipated in the future, the information currently available suggests that graduates have been well prepared by their JCC experiences for upper-division study. JCC students who transfer to SUNY senior institutions have a higher first year retention rate than the SUNY community college average. For example, the Fall 2013 to Fall 2014 retention rate for SUNY community colleges overall was 80% while the JCC retention rate was 83%.

JCC notes that SUNY System is negotiating an MOU with the New York State Labor Department so that colleges will be able to better track the job attainment of their graduates. The college looks forward to the data which will become available as it will supplement existing graduate follow-up surveys and
information collected from other sources, helping the college track the employment outcomes of JCC graduates.

Alumni / Philanthropy
JCC alumni are not only tremendous advocates for the campus, they also contribute to the campus in many ways, supporting recruitment efforts, engaging in fund-raising, and serving as advocates for JCC at the state and local level.

The JCC Foundation’s 2014-2015 annual campaign raised $125,000 to be used for scholarships and programs during this current academic year, plus commitments of $110,000 for the Manufacturing Technology Institutes at both campuses and an additional $385,000 for the renovation of the food service area on the Jamestown campus. In addition, major gifts have been secured to support scholarships in specific programs whose graduates are in high demand, such as in health-related areas.

To support its educational endeavors, JCC has launched its 2015-2016 annual campaign with a goal of $83,260 plus a capital campaign for $1,000,000.

Strategic Plan / Excels Goals
JCC has a strategic plan which focuses on priority directions for action which are fully aligned with the SUNY Excels priority areas and the Chancellor’s completion goals. The JCC plan is linked here which includes the core values, strategic institutional goals for 2015-2016 and division plans. The strategic institutional goals for 2015-2016 are listed below followed by the corresponding SUNY PIP priority area(s):

Strategic Institutional Goals: 2015-2016
- **Build robust enrollments** - The College will develop and implement targeted plans to increase enrollments from key markets and reduce attrition from key student populations. (ACCESS and COMPLETION)
- **Enhance workforce development** - The College will collaborate with business and industry partners to develop and implement targeted plans for supporting the preparation and continued skill development of the regional workforce. (ACCESS, COMPLETION, ENGAGEMENT)
- **Pursue a culture of innovation** - The College will create and implement targeted plans for innovation in current programs and development of new programs which capitalize on current strengths and meet regional needs. (COMPLETION, SUCCESS, INQUIRY, ENGAGEMENT)
- **Infuse global initiatives** - The College will implement a series of strategies which infuse global concepts and perspectives throughout the JCC experience. (SUCCESS)
- **Enhance technology** - The College will advance the use of technology in instruction and in administrative functions, building upon the platforms and resources currently in place. (ACCESS, COMPLETION, SUCCESS)

As illustrated by these goals, JCC shares SUNY’s overall commitment to SUNY’s Completion Agenda and SUNY Excels. This commitment will be reflected in goals set in the SUNY Excels focus areas as shown in Section 2 of this report.

Consistent with the information above, Jamestown Community College’s priority areas of focus include: increased enrollments though strengthened recruitment and improvement in first- and second-year retention; increased graduation rates; development of a well-educated regional workforce equipped with relevant skills; increased diversity among faculty, staff, and students. Section 2 of this report demonstrates that JCC has made the strongest commitments for growth or improvement in these areas.
Environmental Factors
Jamestown Community College makes these commitments not only in the spirit of continuous improvement, but in recognition of current challenges. Central to these challenges is the decline in local high school graduates as well as the overall decline in the population base of JCC’s service area. The county percentage population decrease from 2010 to 2014, according to the U.S. Census, was 2.1% for both Cattaraugus and Chautauqua counties. Additional challenges include the resource-intensive nature of certain workforce programs and the ongoing costs associated with updating equipment and technology to maintain high caliber programs and learning experiences. These factors must be taken into account in setting realistic goals which can be accomplished within the framework of the plan.

Section 2: Specific SUNY Excels Priority Areas and Metrics

2.1 Access

Full Enrollment Picture
Projected enrollment in JCC’s primary feeder P12 school districts in Chautauqua and Cattaraugus counties is expected to decline slightly by 2020. As this population will continue to contribute the majority of student enrollments, the college will intensify efforts to maximize yield of regional high school graduates and will also use this as an opportunity to increase service to non-traditional students in the community and to seek enrollments from other populations. However, it should be noted that the declining pool of high school graduates is a significant factor affecting enrollment projections for 2018 and 2020.

Local HS graduation is predicted to be 3% lower in 2018 than 2015 using the data from the high school enrollment reports created by JCC. Using the number of 7th graders from the 2014-2015 NYSED report, 2020 HS graduates should be about the same for Allegany and Cattaraugus counties. Chautauqua County, the most populous county served by the college, will be down about 2% in high school graduates in 2020 from 2018.

According to the U.S. census, 40 percent of adults 25 or older in Cattaraugus County and 36 percent of adults in Chautauqua County are high school graduates with no college. An additional 17% in
Cattaraugus and 18% in Chautauqua have some college, but no degree. The college has intensified efforts to recruit adult students to the college and will continue to do so using strategies such as:

- Adult Learner Information Sessions and Open Houses
- Workforce Investment Board (WIB)/One-Stop Partnerships
- Workplace Visits to do onsite enrollment
- Telephone Campaigns/Alumni Outreach/Outreach by current adult students
- Grant-Funded Programs which support the enrollment of adult learners. Notable among these were a recent grant from the WNY Regional Economic Development Council to provide machinist training to chronically unemployed individuals and a “Ready, Willing, and Able” grant from the Wal-Mart foundation to provide case management services to students enrolling in certificate programs or other short-term offerings.
- GED Completion programs
- Veterans outreach
- Marketing efforts focused on programs with particular interest for non-traditional students and those upgrading credentials such as Early Childhood Education and Entrepreneurship.

Additional efforts will be made to recruit students directly from high school. Some of these efforts include:

- Increased outreach to traditional-aged Pennsylvania students through targeted scholarship campaigns.
- Increasing the number of schools visiting JCC from urban areas in Buffalo and Erie, PA through a specific initiative where JCC provides transportation and targets students in the SAY YES program that provides funding for students graduating from Buffalo-area schools.
- Hosting county guidance counselor association meetings on each of the college’s campuses.
- Hosting area principals group association meetings on each of JCC’s campuses.
- Acquisition of Recruiter, a constituent relations management tool. This software will significantly enhance JCC’s ability to connect to and communicate with prospective students and will help to coordinate all future advertising and outreach campaigns.
- Targeted advertising and outreach focused on lead-generation through the following media: Facebook, search-engine optimization, website enhancement, search ads, digital advertising, YouTube, and other social media outlets.
- Programs in the high schools to target juniors and seniors to promote college readiness.

In the area of non-credit enrollment, JCC partners with Ed2Go and Gaitlin Education Services (GES) to offer online non-credit education certifications in a myriad of demand occupations that are designed to equip all sectors of the economy’s workforce with the necessary skills to acquire professional positions and/or improve current positions. This partnership allows JCC to offer more than 100 online non-credit certificate programs in the allied health, computer and internet, business, technical, and trade industries.

**NYS Residents Served by SUNY**

According to recent statistics, 93% of Jamestown Community College students are New York residents. The college is committed to continuing to serve its local community and state as a top priority. At the same time, the college recognizes the value of diversity to the academic and cultural climate of the institution. To this end, JCC has plans for an increase of 45 international students by the Fall of 2020. Supported by the efforts of SUNY Global, the college has strengthened its outreach efforts to a number
of countries and has been selected to participate in programs and initiatives involving countries such as Brazil, Mexico, and Tunisia which send students to the U.S. to study.

JCC has a strong yield rate in its service area. Over 30% of the 2014 Chautauqua County and 20% of the 2014 Cattaraugus County high school graduates enrolled at JCC for the Fall 2014 semester. While these numbers are strong, additional efforts are underway to further strengthen the pathway from local high schools to JCC as noted in the previous section.

In addition, the college pursues special opportunities to collaborate in ventures that align high school and college goals with workforce needs, such as the PTech program. Currently, JCC is a partner with Erie II BOCES/Dunkirk High School and area employers in a PTech project that will annually place approximately 30 8th grade students from Chautauqua County and southern Erie County on a structured and well-defined path to careers in mechanical technology and welding by the time they complete their associate’s degree from JCC in Grade 14. Additional ventures are currently being pursued in collaboration with area high schools.

The college’s dual enrollment program provides another opportunity to strengthen outreach to area residents. Over 1900 area high school students were concurrently enrolled at JCC for the 2014-2015 academic year under the auspices of the College Connections program. During the last academic year, JCC’s robust College Connections program allowed over 1900 area high school students to earn college credit while in high school, creating a strong foundation for continued college success and encouraging certain students to consider college who might not otherwise have done so. Future plans include additional online offerings and expanded course offerings.

**Diversity**

SUNY, in its statutory mission, is charged with serving a population reflective of the residents of New York State. To do so and in recognition of the state’s changing demographics, JCC must continue to diversify its students, faculty, and staff.

According to the June 2015 Data Brief: Diversity, Equity and Inclusion, JCC has increased the number of underrepresented minorities by 109.4% from Fall 2009 to Fall 2014. JCC plans to increase the percentage of underrepresented minorities from 12.3% in Fall of 2014 to 14.5% by Fall of 2020. Efforts are already underway to strengthen relationships with the Hispanic community through participation in key community ventures and through targeted outreach to influencers within the Hispanic community, which represents the largest segment of the minority population in the college’s service area. In addition, efforts will continue on campus to create an environment that supports the success of students from diverse backgrounds.

JCC is committed to moving closer to a campus community reflective of the state’s diversity. To that end, the college will intensify its efforts to attract faculty and staff from diverse backgrounds, recognizing that they will enrich the college environment and contribute an important element to efforts to recruit and retain students from diverse backgrounds.

**Capacity**

Recognizing the comprehensive nature of the community college mission, JCC’s academic program mix reflects a commitment to serving the immediate needs of the local workforce through AAS and certificate programs in targeted areas, and also includes a strong emphasis on transfer programs which will create smooth pathways to bachelor’s degrees and beyond. At present, students who meet course prerequisites can enroll in any college program with the exception of a few programs with limits based
on clinical capacity such as nursing and Occupational Therapy Assistant. Program advisory committees are formed for AAS degrees to assure that program content is relevant and timely, and transfer programs are aligned with SUNY transfer paths to facilitate seamless transfer. In addition, the college continues to scan for emerging community needs as well as to monitor state and national trends in order to identify likely directions for new program development.

The college has 17 programs currently approved for online delivery, and adds new programs to this mix each year. JCC’s recent inclusion in the Open SUNY + endeavor signals its commitment to raising the profile of the college’s online offerings and increasing the enrollment of online students.

2.2 Completion

Completions

JCC is committed to improving completions by increasing retention and graduation rates – moving students through the pipeline faster and with greater success. To this end, investment in improved advising, strengthened student supports and more effective and efficient instructional remediation and other strategies are being implemented or are in development. With a goal of raising the first-year retention rate to 63 percent, the college is paying particular attention to classroom retention techniques along with out-of-classroom experiences.

Among the key initiatives underway is the Academic Retention Initiative. Designed and led by the academic affairs team, this endeavor is intended to facilitate the identification and implementation of key strategies and actions which will strengthen success in the learning environment. Among the actions launched to date are Instructional Innovation Projects designed to pilot certain strategies such as contextualization of reading courses with discipline-based courses. In addition, efforts to strengthen early alert systems for students who show signs of difficulty are in process, as well as intrusive outreach efforts to students who can be predicted to be at risk by retention data collected by the college.

![First-Year Retention](image)

JCC has committed to increasing retention by 4 percent from the cohort starting in Fall 2014 to the cohort starting in Fall 2019. The college arrived at this goal by reviewing the performance in its sector (61.9%) and the performance of its IPEDs peers (57.5%). Using the same resource information, the college anticipates an increase in three-year graduation rates from 30 to 33.5 percent.

With local population demographics decreasing, the number of graduates with certificates and degrees will decrease, but the graduation rate should increase based on the success of current and planned initiatives.

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### Total Degrees Granted

<table>
<thead>
<tr>
<th></th>
<th>2014-15</th>
<th>2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificates</td>
<td>51</td>
<td>65</td>
</tr>
<tr>
<td>Associate Degrees</td>
<td>763</td>
<td>700</td>
</tr>
<tr>
<td>Total</td>
<td>814</td>
<td>765</td>
</tr>
</tbody>
</table>

### Student Achievement / Success (SAM)

JCC has submitted data to SAM for the last two years and notes that several national education associations are advocating greater use of SAM data and are encouraging the U.S. Department of Education to utilize SAM as its framework for college affordability and accountability. Each of the measures in SAM - graduation rate, transfer out, and persistence - can provide a more accurate picture of student success. Over the next five years, JCC expects to see a steady decline in the percentage of students with current status unknown.

<table>
<thead>
<tr>
<th>Full-Time Students Starting in the Fall of 2008 within 6 years</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Graduated: Reporting Institution</td>
<td>46%</td>
</tr>
<tr>
<td>Enrolled: Reporting Institution</td>
<td>1%</td>
</tr>
<tr>
<td>Transferred: Other Institution</td>
<td>17%</td>
</tr>
<tr>
<td>Current Status Unknown</td>
<td>36%</td>
</tr>
</tbody>
</table>

### Graduation Rates

JCC’s commitment to increased graduation rates centers on its commitment to improved retention and improved student supports as noted above. JCC is committed to improved retention for all students and to reducing the achievement gap between under-represented minority students and their peers. Examples of activities currently underway to achieve this goal include:

- Use of DegreeWorks reporting to identify students eligible for graduation and to promote application for graduation.
- Use of DegreeWorks to monitor academic progress and create future semester plans.
- Participation in set-up, testing and implementation of DegreeWorks Transfer Finder functionality in partnership with SUNY Fredonia.
- Participation in reverse transfer outreach in partnership with SUNY Fredonia.
- An initiative to strengthen and improve the advisement system.
- Improvements to the early alert system used by residence life to identify and work with resident students who are at risk of failure to complete.

JCC is in compliance with the SUNY Trustees’ seamless transfer policy and has revised relevant degree programs to align appropriately, thus facilitating the academic pathway for students bound for transfer, and increasing the likelihood that students will stay on this pathway and graduate.

### Time to Degree

While JCC’s two year graduation rate of first-time, full-time students is already significantly higher than the sector (JCC=21.7%, sector=10.9%), the college plans to decrease the average time-to-degree using strategies such as accelerating developmental course sequences and strengthening advisement systems. In addition, JCC has carefully crafted all degree programs so that they can be finished in a timely manner, and has worked to maintain reasonable credit limits for each program.
2.3 Success

**SUNY Advantage**
Since SUNY Excels was initially envisioned, the New York State Legislature has put in place a requirement for SUNY campuses to offer students applied learning/experiential education.

JCC has long been committed to applied learning and has a strong applied learning program on which it intends to build. In addition, the college has prioritized global competency as a goal for all students. Highlights of recent and planned efforts include:

- A strong undergraduate research initiative in the sciences, supported in part by National Science Foundation (NSF) funds which has made it possible to expand these efforts to area high schools. Faculty in the social sciences are developing models which will strengthen undergraduate research endeavors in their disciplines as well.
- An expanded commitment to internship development, supported by a staff dedicated to facilitating the development and placement of student interns.
- Shadowing experiences and other workplace opportunities supported by Perkins funds.
- Development of a cross-functional applied learning steering committee designed to facilitate efforts and coordinate with SUNY’s applied learning initiative.
- Development of internships abroad in countries such as China, Spain, and Japan, which combine opportunities for experiential learning with global awareness.
- Expanded travel abroad opportunities embedded in coursework, with efforts to coordinate these experiences with other campuses.
- A commitment to comprehensive globalization of the curriculum supported by a federal Undergraduate International Studies and Foreign Language (UISFL) grant which has allowed key faculty to develop additional foreign language courses and to focus efforts on helping the faculty at large identify strategies for infusing global knowledge and skills across the curriculum.

Student support services already provide many opportunities for JCC students to succeed. Some of the new efforts include:

- Improved access to students’ disability documentation across campuses.
- Additional alcohol awareness programs.
- Increased availability of online academic support services.
- Increased efforts to spotlight diverse cultural talent in student life programs.
- Presentations in Student Success Seminars on the topic of “diversity, identity and the power of assumptions.”

**Financial Literacy**
JCC has implemented or planned a number of measures to increase financial awareness and reduce student default rates, including:

- To reduce time to award financial aid packages during peak application periods, the college will explore job scheduling software for off-hours processing and implement a secure, verifiable online tool for student submission of financial aid documentation.
- Implement Student Outcome Tracking processes for student/advisor notifications of enrollment in courses that do not count toward degree programs and are ineligible for financial aid.
• Promote campus financial literacy resources such as SUNY Financial Avenue. The college is committed to increasing the number of students registered for SMART Track Financial Avenue, an online learning environment emphasizing the role of financial literacy education and default prevention services. Currently, JCC has 67 students registered and plans to have 30% of first-time, full-time students by 2020.
• Participate in SUNY Smart Track initiatives (SUNY Award Letter) and pilots (Student Engagement emails and Smart Reenroll to Complete Project).
• Explore multi-year college financial planning tool for first-time borrowers.
• Financial literacy will be a topic of at least one residence life program per year. Students will understand how to handle money responsibly and the best course of action to take when discussing the future of their educational goals as it pertains to income and spending.

These and other actions should reduce the JCC cohort default rate from 19% to 14% by Fall 2020.

2.4 Inquiry

Total Sponsored Activity
JCC has had an ongoing commitment to utilizing the resources available through grants, foundation gifts, and other soft money sources to support its endeavors. In the area of grants, the college has been particularly successful in acquiring resources that have supported equipment acquisition, program development, and other innovative initiatives which help the college maintain its commitment to excellence. A number of these are referenced elsewhere in this document. To strengthen the systems in place to acquire grants, JCC has expanded its staff support in the grants office, and intends to intensify its efforts to secure additional resources in the future. Among the significant grants the college is currently pursuing which support college activities are:

Scholarship, Discovery and Innovation
Appalachian Regional Commission
JCC is in the process of submitting a final application to the Appalachian Regional Commission (ARC) to support the Occupational Therapy Assistant (OTA) program. This project reorganizes many disconnected and geographically isolated field placement sites and develops comprehensive community-based teaching clinics at two local community agencies. The project addresses workforce skills and enhanced employment prospects for OTA graduates by providing authentic learning environments in multi-department agencies and will also help address retention as it keeps costs and travel time reasonable for students as they complete Level I and Level II field placements.

SUNY Community College Community Schools
JCC intends to submit a grant proposal for SUNY Community College Community Schools (CCCS). JCC’s project will: 1.) identify a cohort of low-income, first generation students with the potential to succeed in college based on H.S. GPA; 2.) provide personnel to connect the cohort students with success/retention oriented resources – both internal and external to JCC; 3.) improve student outcomes by utilizing community college facilities to serve as community service support “hubs;” 4.) implement an early alert system to aid student retention and use the cohort group to pilot the early alert initiative.

Carl D. Perkins Career and Technical Education
Each year JCC is given a formula-based allocation from the New York State Education Department to create a proposal that will help the college develop more fully the academic potential and skills of students enrolled in career and technical education programs. This spring, JCC will develop a proposal for 2016-2017. Areas of support the past few years have included disability support services, job
readiness skills, experiential learning, retention, and technical skill attainment in health science, engineering technologies, and computer science courses.

**Student Hands-on Research, Entrepreneurship, etc.**
As noted above, undergraduate research is a high priority for JCC faculty as it represents an opportunity to engage students in independent and critical thinking, and to apply their learning. Among the endeavors which support this effort is a large grant awarded to JCC by the National Science Foundation which has supported undergraduate research efforts among JCC students and area high school students as well.

### 2.5 Engagement

**START-UP New York and Beyond**
In May 2014, Jamestown Community College was included in the first wave of community colleges with an approved Startup NY Development Plan. JCC designated from within its existing property a total of 42,800 square feet of available space. The building is ideal for businesses, new or existing, to launch their operations. The types of businesses that JCC envisions locating in this building are biotechnology, research technology, biology and molecular genetics research, information technology, and computer science, small light testing operations, and other entrepreneurial endeavors.

The targeted industry sectors listed above align with JCC’s academic mission, “to prepare students for successful employment, transfer, and life-long learning.” The college equips students with the knowledge, skills, and attitudes necessary to succeed in their professional endeavors, and to lead in service to their communities.

In preparation for the completion of the expansion of JCC’s Manufacturing Technology Institute, funded in part by SUNY 2020 funds, the JCC Center for Continuing Education plans to offer additional compressed non-credit industry based training programs which prepare individuals to enter the workplace as a skilled structural welder, a Certified Lean Professional (CLP), an analyst in Root Cause, an electrician, HVAC technician, or skilled in machine tooling.

JCC’s partnership with the Manufacturing Association of the Southern Tier (MAST), Dream it Do it! of the Western New York Region, and the school districts of Chautauqua, Cattaraugus, and Allegany counties will allow the JCC Center for Continuing Education to offer high school graduates, the older non-traditional student, the long-term unemployed, and the displaced worker job-readiness training programs with up-to-date equipment and technology.

### Alumni / Philanthropic Support
Jamestown Community College and its Foundation are working to increase the participation and level of giving of alumni in the annual campaign. New and revamped social media initiatives have been developed that target alumni and current students. These include an electronic e-magazine for alumni, “green & gold,” a redesigned college website, along with new efforts on JCC’s Facebook, Pinterest, and other social media sites. These efforts are producing significant improvements in the numbers of alumni engaged by the college through its social media efforts. JCC and its Foundation are redesigning the annual report to the community as an online publication with heavy emphasis on alumni and donors. The college’s two alumni associations, one on the Jamestown campus and the other on the Cattaraugus County Campus, both have developed new special event fundraisers to support their scholarship programs. The college continues its annual Distinguished Alumni program on both campuses. The annual giving campaign has been redesigned to increase the participation of JCC employees as well.
The 2014-15 annual campaign raised $125,000 to be used for scholarships and programs during the current academic year, plus commitments of $110,000 for the Manufacturing Technology Institutes and an additional $385,000 for the renovation of the food service area on the Jamestown campus.

The current philanthropic campaign is designed to raise $1 million for the existing Manufacturing Technology Institute on the Jamestown Campus and for the new Manufacturing Technology Institute on the Cattaraugus County Campus and the current annual campaign has a goal of over $83,000.

Civic Engagement
JCC promotes civic engagement by all members of the college community. Students are encouraged to participate in community-based efforts through a variety of clubs and organizations, and honors students often embed community services efforts in their required fieldwork. In addition, the Jamestown Campus Life office plans to promote the use of VolunteerWNY.ORG for searching and logging volunteer engagement in student groups and as individuals. Residence Life plans to engage students in opportunities to give back to their communities through programming, volunteering in the community and on campus, and through the restorative justice component of the Residence Life judicial system.

All full-time faculty are required to engage in community service as one element of their evaluation for retention, tenure, and promotion, underscoring the value the college places on the links between college and community.

Economic Impact
JCC participated in a 2011 Socioeconomic Impact Study for the service area counties of Cattaraugus, Chautauqua and Allegany. Highlights of the study included:

INVESTMENT ANALYSIS
- For every dollar students invest in JCC, they receive a cumulative $5.30 in higher future income (discounted) over the course of their working careers.
- New York benefits from improved health and reduced welfare, unemployment, and crime, saving the public some $804,500 per year.
- Taxpayers see a rate of return of 6.9% on their investment in JCC.

ECONOMIC GROWTH ANALYSIS
- The net added income generated by JCC operations ($22.1 million) and the spending of non-local students ($11.5 million) contributes a total of $33.7 million in income to the JCC service area economy each year.
- The accumulated credits achieved by former JCC students over the past 30 years translate to $100.1 million in added regional income each year due to the higher earnings of students and increased output of businesses.

JCC Investment Analysis at a Glance

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<th>Rate of Return</th>
<th>Benefit/Cost</th>
<th>Payback (Years)</th>
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<td>Student perspective</td>
<td>15.0%</td>
<td>5.3</td>
<td>10.1</td>
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<tr>
<td>Social perspective</td>
<td>NA</td>
<td>17.1</td>
<td>NA</td>
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<tr>
<td>Taxpayer perspective</td>
<td>6.9%</td>
<td>2.1</td>
<td>17.6</td>
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Section 3: Conclusion and Expected Impact on your Campus

Jamestown Community College recognizes that the overarching goal of SUNY Excels is continuous improvement, and believes that the goals identified in this plan will significantly advance JCC in its service to the community, state, and beyond. JCC is setting its most aggressive goals in the following areas, based on realistic expectations for the future combined with a commitment to emphasize certain initiatives which will advance the agendas outlined in SUNY’s priority areas: improvement in first year retention and time to degree; increased diversity among students, faculty, and staff; and growth in funds raised and annual giving. Taken together, progress on these goals and others included in the plan will position JCC to better serve all members of its communities, place more students on a path to success, and support students and college programs with additional resources that will assure that the college’s record of excellence is sustained.

Summary of Goals

While JCC expects to make progress on a variety of goals as outlined in the plan, the following areas represent priorities for action and encompass a range of goals and actions planned for the future:

JCC will make progress on retention rates and time to degree by instituting a series of initiatives and actions including instructional strategies designed to increase retention, an increased emphasis on applied learning opportunities, and strengthened advisement and early alert systems which will create clear career pathways and keep students on track to complete their goals in a timely manner.

JCC will make progress in diversifying its students, faculty and staff. Greater student diversity will be achieved through a series of outreach efforts to key community groups and those who influence minority students. In addition, increased numbers of international students and additional multicultural opportunities for students will strengthen the culture of diversity at the college. Faculty and staff diversity will be achieved through actions such as deliberate efforts to strengthen applicant pools.

JCC will increase the funds raised by the JCC Foundation through a major philanthropic campaign and will increase annual giving through a series of initiatives designed to spur an ongoing commitment to giving among alumni, members of the college community, and others with strong ties to the college. These funds will support major college ventures such as building projects as well as scholarship programs which increase the opportunities for access and success of students.

![First-Year Retention](chart1)

![Time to Associates Degree Completion in Years for First-Time Students](chart2)
Projected Outcomes

The goals JCC has outlined in this plan represent directions for which the college has a strong commitment based on its mission and goals as well as on an assessment of the needs of the communities served by the college. In addition, these goals will advance the college’s ability to increase access for those who can benefit from higher education and improve the success rates of all those who choose JCC. By strengthening the college’s position in the communities it serves, the college increases its value to the citizens of New York State, and contributes to the outcomes envisioned in SUNY Excels.