SUNY Excels 2015 Performance Improvement Plan

CAMPUS INFORMATION

Campus: Jefferson Community College
President: Carole A. McCoy
Chief Academic Officer: Thomas J. Finch
Chief Financial Officer: Daniel J. Dupee II
By the authority and with the support of the Jefferson County Community College Board of Trustees, JCC presents Jefferson Community College Excels.

Section 1: Campus alignment with SUNY Excels and SUNY’s overall focus on completion.

Jefferson Community College (JCC) is the heart of the community, serving as the sole campus providing higher education for a 50-mile radius in a sparsely populated and geographically isolated region of New York. With 327 faculty and staff, JCC serves over 4,000 students in 32 associate degree programs and 9 certificate programs. JCC has maintained one of the highest graduation rates of all SUNY community colleges, consistently exceeding sector and National graduation averages.

JCC is highly valued in the community for the excellent education provided and for the college’s ongoing efforts to meet evolving community needs. JCC uniquely serves its community through the Higher Education Center, which hosts eight academic institutions that offer more than 14 bachelor’s and advanced degree programs, and the Center for Community Studies, which provides unbiased community-based research and a forum for the discussion of ideas and issues of significance to the community. In the 2015 capital campaign feasibility study, 94% of community members surveyed have a “very positive” or “positive” opinion of JCC. In addition, Jefferson ranks highest in student satisfaction amongst community colleges across numerous SUNY Student Opinion Survey questions, including overall satisfaction, quality of education, student life, and campus culture and environment.

Located next to Fort Drum U.S. army military base, JCC is unique in that over 40% of students are active duty personnel, veterans or family members. This accounts for 37% of SUNY’s overall active military enrollment and 74% of the SUNY community colleges’ active military enrollment (SUNY June 2015 Data Brief: Diversity, Equity and Inclusion). JCC believes in the success of every student and provides services and supports to help this unique student population succeed at JCC.

Jefferson Community College’s strategic plan, Jefferson 2020 Strategic Plan: Strategic Directions and Initiatives 2014 – 2020, aligns with SUNY Excels and System-wide completion goals by focusing on access, completion, success, inquiry and engagement.

Jefferson’s 2020 Strategic Plan commits to proactively identifying and responding to opportunities to expand access to education. To achieve this plan, JCC provides affordable, quality learning opportunities in the locations, timeframes, and formats that best serve student and community needs. The JCC strategic plan values diversity and includes enhancing the college’s ability to respond to the unique needs of veterans, military and adult learners.

Strategic initiatives aimed at expanding access include increasing enrollment through the selective growth of current programs and expansion into new programs and markets. The creation and expansion of programs will include non-traditional delivery formats to best accommodate student needs, as well as expanding offerings and services at satellite locations. In addition to expanding access to JCC, the college is committed to providing students with access to continue their education. The
strategic plan includes establishing and expanding partnerships to provide additional local post-
Associates degree educational opportunities.

Building on strengths, Jefferson’s Strategic Plan calls for the institutionalization of the college’s
commitment to completion, including the adoption of the College Completion 2020 Challenge. This
commitment will be met by providing enriching educational opportunities to students across the full
spectrum of academic abilities, and by expanding transfer and dual-enrollment opportunities through
partnerships with local post-Associates degree providers.

JCC is committed to the success of every student. The Collaborative Learning Center, currently under
construction and opening in spring 2016, will provide integrated support services like tutoring
(professional and peer), retention services and career counseling. As outlined in the strategic plan, the
Collaborative Learning Center will provide extended hours of student and instructional support services.
Assisting students in navigating the college and providing clear access to academic and student
supports, the strategic plan calls for the creation of a “one stop” center to assist visitors, applicants and
students by answering questions and providing services in a central location. The new “one stop” will
open in fall 2017.

The plan also includes initiatives to promote and embrace diversity and global awareness throughout
the campus community. These enriching initiatives support student success.

Jefferson’s Strategic Plan confirms the college’s commitment to inquiry and creativity in both credit and
non-credit programming. The college offers 17 A.A.S. career programs, 15 transfer A.A. or A.S.
programs and 9 certificate programs. Six of these programs are available entirely online. The strategic
plan highlights the college’s efforts to meet workforce demand by identifying local needs and expanding
current programs or introducing new programs. The newest programs meet immediate workforce
needs, including the Winery Management and Marketing concentration added to the Hospitality and
Tourism A.A.S. program and the Agri-Business A.A.S. program. Non-credit offerings include workforce
training opportunities and community education, including an array of Allied Health and general
precertification training such as a Health Information Technology (HIT) certificate, Phlebotomy
Technician, Pharmacy Technician, Medical and Billing Coding, and ServSafe certification. Non-credit
offerings also include a kids’ college, health and safety training, and personal enrichment courses.

The college encourages faculty with research interests to integrate research into the classroom. For
example, the successful Center for Community Studies provides an applied learning experience for
students enrolled in statistics courses and simultaneously meets the community’s needs for high quality
local research and data. The Center is a model for joint faculty-student research in the community
college sector.

In addition, the strategic plan challenges the college to opportunistically pursue alternative funding
sources such as grants, private gifts and endowments. These external funds will be pursued to support
projects aligned with the Strategic Plan, SUNY Excels and the SUNY completion goals.

JCC plays an important role in the community, impacting the economic, societal and cultural life of Jefferson and the surrounding counties and is uniquely positioned to serve the well-being of the people of Northern New York. JCC’s Strategic Plan engages the community through the identification of educational needs to serve all residents. Specifically, the Plan initiates a process of projecting workforce educational needs and utilizing findings to ensure relevancy and new programming opportunities, which may include working directly with employers to identify experiential learning opportunities.

Commitments

While the college is highly valued by the community, offers unique programs and services to meet community needs, and excels at both student satisfaction and student graduation rates, JCC endeavors to improve programs and services to the benefit of students and the community.

The college is setting ambitious goals in each SUNY Excels focus area as shown in Section 2 of this report.

Summary of major goals for 2020:

- Increase fall student enrollment by 5.2%;
- Increase first-time full-time student retention by 4.7%;
- Increase first-time full-time graduation rates by 2.6%;
- Reduce first-time student time to degree by 1.02 years;
- Reduce 3-year student default rates by 4.2%; and
- Double alumni giving rate to 2.0%.

Achieving these ambitious goals will require the college to address significant challenges to student completion. The primary challenge is the large population of students connected with the military. Fort Drum is the most deployed unit in the U.S. Army, resulting in an overall reduction in campus retention rates and an increase in time to degree completion. Despite this environmental challenge, JCC will strive to improve these key metrics. The achievement of these goals will have a positive long-term impact that will extend to the entire campus, community, and the State of New York.

Investment Fund

JCC has submitted proposals to the SUNY Investment Fund as follow:

**Educational Opportunity Program:** JCC proposes the creation of an Educational Opportunity Program (EOP). The goal of this program is raise the retention and graduation rates of disadvantaged New York students. Over 85% of the fall 2012, fall 2013 and fall 2014 first-time full-time cohorts qualified for EOP support. Funding for this program will be necessary to achieve ambitious retention and graduation goals.

**TechSpace:** JCC proposes the creation of the JCC TechSpace to expand opportunities for applied learning, to create new programs aligned with community and workforce needs, and to subsequently increase adult learner enrollment. The TechSpace will meet the immediate need for workforce training space and allow the college to provide new opportunities for corporate training and industry partnerships, as well as serve entrepreneurs through new programming and the innovative Fab Lab. This proposal aligns with JCC’s strategic priorities to increase enrollment.
Jefferson Agriculture Research and Development Center: The Agriculture R&D Center simultaneously addresses the academic needs of students, the college’s goals for increased enrollment and student success, as well as regional economic development priorities. Each interrelated project component presents opportunities for innovation and growth to the benefit of students, the college, and the region. JCC proposes expanding programs in Hospitality and Tourism and Agri-Business. This proposal aligns with JCC’s goals to increase student enrollment and retention.

Section 2: Specific SUNY Excels Priority Areas and Metrics

Plan for Continuous Improvement and Excellence in Access

Full Enrollment Picture

Enrollment at JCC has grown by over 17% over the past five years. The college continues to explore opportunities for growth and expansion with the recent addition of a residence hall. The spring 2016 opening of the Collaborative Learning Center will further expand opportunities for students to have an enriched learning experience at JCC. Enrollment is projected to grow to 4,001 students in fall 2018 and 4,081 student in fall 2020. Any reductions in the Fort Drum population or significant deployments will impact the college’s enrollment given that over 40% of JCC’s student population is military or military affiliated.

Enrollment in non-credit instruction has grown dramatically, expanding almost 30% in the past five years. The Continuing Education department offers many non-credit opportunities for community members to expand and strengthen their skills or gain assistance in entrepreneurial ventures. The programs are offered on campus, online and at off-site locations to remain as accessible as possible. With expanded offerings designed to meet community needs, the Continuing Education department projects that enrollment will grow to 2,200 students in fall 2018 and 2,300 students in fall 2020.

JCC plans to steadily grow enrollment by focusing on two specific target areas, student retention and attracting new students. In fall 2015, the new position of Dean of Enrollment Management will be piloted with an interim appointee to coordinate enrollment functions and to test and evaluate new efforts. Demographic surveys indicate that there is no expected growth in the local High School graduating classes or the adult learner population. JCC already attracts nearly half (48.6%) of all local High School students pursuing a postsecondary education. JCC will target new student markets, specifically international students and students from New York City. Leveraging the new residence halls
completed in fall 2014 and working to increase student diversity, JCC will explore new recruitment efforts with the goal of reaching 100% annual occupancy in the residence halls beginning in fall 2015.

Growth is expected in the following programs: Chemical Dependency AAS, Hospitality and Tourism AAS, Agri-Business AAS, Sports Management A.S., and Business Administration (new hybrid program). This growth will be supported by additional marketing efforts, the proposed Start Now Performance Improvement Fund project submitted with SUNY Oswego, the proposed SUNY 2020 Jefferson Agriculture Research and Development Center, the distribution of updated occupational outlook and trend data, and the introduction of a new transfer opportunity for Liberal Arts students to FIT in Fashion Merchandising.

The 2015 JCC Retention Plan outlines immediate efforts to retain student enrollment. First-year retention at JCC has remained below the sector average over the past six student cohorts. This is likely due to the transient military population. Military students and their family members experience a retention rate which fluctuates 10% to 20% below the campus average.

*Fall to fall retention among all students, matriculated and non-matriculated, full and part-time

While little can be done to retain deployed or transferred military students, JCC will focus primarily on student athletes, residence students, Fresh Start (second chance) students, and underrepresented student populations to increase retention rates. For 2015, additional focus will be placed on providing student athletes the support needed to persist, as well as introducing an early alert and intervention model for students living in residence. Specific to student-athletes, a comprehensive student-athlete intake model will be introduced, advisors will be provided with information on athletic eligibility, and mandatory outreach will be conducted for students flagged by early alert at weeks 3, 5 and 10 by an Academic Coach. For the students living in the residence hall, academic retention meetings will be scheduled at weeks 3, 5, mid-term and 10 weeks as an early alert model. Additional residence programming focused on academic success, as well as student success based intervention programs (such as a “midnight registration party” in collaboration with the Advising Center), will be introduced in 2015-2016.

The college has submitted a proposal to create an Educational Opportunity Program. The EOP will serve the college’s highest need population. The current retention goals are contingent upon receipt of this funding and the implementation of an EOP in fall 2016.

JCC Excels Goals

- Improve fall 2017 cohort first-year retention rate to 58.3%
- Improve fall 2019 cohort first-year retention rate to 60.3%

NYS Residents Served by SUNY

<table>
<thead>
<tr>
<th>Year</th>
<th>Military Retention Rate</th>
<th>Non-Military Retention Rate</th>
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</thead>
<tbody>
<tr>
<td>2013</td>
<td>39.6%</td>
<td>50.3%</td>
</tr>
<tr>
<td>2014</td>
<td>29.2%</td>
<td>48.6%</td>
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</tbody>
</table>

*Fall to fall retention among all students, matriculated and non-matriculated, full and part-time
JCC will maintain the number of NYS residents served by introducing and expanding programs aligned with local and regional workforce needs, as well as by expanding recruitment efforts to include students in the New York City area. Over 97% of JCC students are New York residents.

The 2015 Middle States report commended the college for responding to local needs. Specific examples cited include the Agri-Business AAS and Winery Management concentration added to the Hospitality and Tourism AAS. These programs produce graduates to serve local workforce needs. Over the next five years, the JCC workgroup for applied learning will promote new partnerships with regional employers. These partnerships will provide experiential learning experiences that prepare students for the workforce. These opportunities will attract students interested in regionally available careers and expand New York resident enrollment.

JCC maintains strong regional High School partnerships, placing consistently in the 80th to 90th percentile nationally among colleges for local recruitment rates. There are over 700 area high school students concurrently enrolled at JCC. Expanding recruitment to include New York City will increase the New York student enrollment and has the potential to attract a more diverse student population, to the benefits of all students.

**Diversity**

JCC values diversity, equity and inclusion. JCC will strengthen diversity by addressing the needs of veteran and military students, economically disadvantaged students as well as underrepresented minority students. The position of Diversity Officer has been created through the reassigning of duties, placing an experienced professional in the position to begin fall 2015. The Diversity Officer will coordinate efforts to strengthen diversity and cultural competency with the input and support of the Director of Military Programs, Veterans Coordinator, Disabilities Coordinator, Director of the TRIO Student Support Services, as well as Human Resources. In addition to attracting and creating a welcoming campus for diverse students, faculty and staff, the Diversity Officer will be charged with creating opportunities for campus dialogue on topics relevant to diversity, equity and inclusion to expand the cultural competency of students, staff and faculty.

Located in Jefferson County, Fort Drum U.S. Military base is the largest employer in Northern NY, attracting over 19,000 active duty military personnel and an additional 19,000 military family members. The college values a strong relationship with Fort Drum, offering courses and student support services at the Fort Drum Education Center and Annex. Student veterans, active service members and their families comprises over 40% of the student population at JCC. This is a distinguishing feature of the campus and introduces a tremendous amount of diversity to the campus community. Reflecting the importance of this population, in fall 2014, the part-time Veterans Coordinator position was elevated to a full-time position, allowing the Coordinator to focus on attracting and retaining student veterans. As a full-time position, the Veterans Coordinator will work to not only attract and retain student veterans, but will also act as an advocate for student veterans and military affiliated students, enhancing the cultural competency for student, faculty and staff. Also in 2014, the college counselor initiated veterans’ group counseling and support session on campus through a partnership with the Watertown Vets Center.

Building off of the success of Jefferson’s STAR TRIO Student Support Services Program, the college is actively seeking new, externally funded opportunities to support underrepresented students and economically disadvantaged students. The JCC advancement team will pursue external funding from
private and public sources, such as the Department of Education and the National Science Foundation to support increased financial, academic and student support structures for disadvantaged students.

Human resources will work to ensure that the composition of the faculty and staff reflects the community’s diversity. It is expected that the draft Affirmative Action Plan will be approved and implemented in 2016. The updated plan includes, for the first time, percentage goals for recruited faculty, administrative and professional staff from underrepresented minority populations. To achieve these goals, the college will actively work to encourage applications from minority candidates by posting positions in new publications, such as CNY Latina.

**Capacity**

The 2014-2016 Enrollment Plan includes initiatives that address aligning course capacity with need and demand, including the expansion of distance learning. Already 17.5% of sections are taught online. Targeting adult learners, online programming will be further expanded to meet significant community needs. In Jefferson County, only 56.4% of residents 25 years and older have obtained a college degree. The college is creating two new distance learning degree programs, an Accounting certificate program and a hybrid Business Administration A.S. program. The Accounting program will be offered completely online beginning Fall 2016. The hybrid Business Administration A.S. program will be offered as a cohort based program, blending the traditional and online format of the current Business Administration program to serve adult learners that are seeking to complete their degree with less time on campus. As outlined in the Enrollment Plan, the goal is to increase online enrollment by 2% between 2014 and 2016.

**Plans for Continuous Improvement and Excellence in Completion**

**Completions**

Student completion will be supported with expanded and enhanced academic and student supports, as well as promotion of the completion agenda. By 2021, the number of associate degrees awarded is expected to climb to 692, a 1.3% increase.

The new Collaborative Learning Center (CLC) and the One-Stop will support increased student completion rates by making it easier for students to navigate the college from admission through graduation, with all support services centrally located in the CLC and enrollment services centrally located in the One-Stop. In September 2015, the National Academic Advising Association (NACADA) visited JCC to provide a review of both advising and career services and will be making recommendations for improvements. These recommendations will be considered by a workgroup comprised of both student services and academic affairs staff for implementation in the Collaborative Learning Center, One-Stop, and across campus.

JCC will continue to promote the completion agenda through the expansion of completion pledge activities. The fall Completion Day has become a college-wide annual event, which includes a campus fair, completion pledge activities, and “completion cabs”. The “completion cabs” are golf cart conversations, led by staff and faculty, which communicate to students the importance of committing to on-time completion. In fall 2015, the program is timed to coincide with mid-term grades allowing faculty and staff the opportunity to address midterm reports and to help the student to improve classroom performance and complete the semester successfully.

Reaching into the local High Schools, JCC will expand communication to students enrolled through the EDGE program, highlighting the benefits of coming to JCC to complete a certificate or associate’s degree. The college is currently providing EDGE college-credit courses at 19 local high schools. JCC will
communicate the benefits of seamless transfer through SUNY, with an emphasis on degree completion prior to transfer. Already, JCC introduced developmental math courses in three local high schools to prepare incoming students for college-level math, to reduce remediation time, and to support on-time completion.

JCC will support low-income and academically underprepared students to achieve degree completion through targeted programs, including the STAR TriO Student Support Services program and new externally funded programs, such as the requested Educational Opportunity Program.

**Student Achievement / Success (SAM)**

Jefferson’s Student Achievement Measure results indicate that campus efforts to enhance student achievement have resulted in strong retention, persistence, graduation and transfer rates.

**First-time-at-Institution, Complete Cohort Starting Fall 2008**

Number of students: 708

<table>
<thead>
<tr>
<th>Within 6 Years</th>
<th>Graduated: Reporting institution</th>
<th>Enrolled: Reporting institution</th>
<th>Transferred: Other Institution</th>
<th>Current Status Unknown</th>
</tr>
</thead>
<tbody>
<tr>
<td>50%</td>
<td>26%</td>
<td>23%</td>
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JCC will leverage the strengths of the current academic and student support structures to continue positive growth in student retention, persistence, graduation and transfer. While graduation rates compare well against similar institutions, as described below, the college will strategically focus on increasing student retention and reducing time to degree completion to increase overall completion rates.

**Graduation Rates**

As outlined in the attached Excels Data Summary, three-year graduation rates for first-time full-time students and transfer students at Jefferson have exceeded sector graduation rates as well as National 2-year public graduation rates over the past six cohorts. JCC projects that graduation rates will remain strong among the first-time full-time student population with 27.5% of the fall 2014 cohort and 29.0% of the fall 2016 cohort graduating within three years.

Although graduation rates are strong at JCC, continued effort and improvements will be made to increase the number of students graduating. These efforts include participating in SUNY-wide initiatives, such as DegreeWorks, new programs targeting underrepresented students, as well as new efforts to encourage students who are close to graduation to complete their degree.

JCC has completed the first phase of Degree Works implementation and will make Degree Works available to faculty in fall 2015 for a spring 2016 roll-out.

JCC is actively engaging students who are close to graduation, but who may need additional credits to complete a degree. The *Almost Grads* program contacts students with fifty or more credits hours earned and encourages them to return to complete their degree at JCC. This successful program is
designed to assist former students to complete their degree requirements and will have a positive impact on graduation rates, while also having an inverse impact on time to degree completion.

Narrowing the gap between non-underrepresented and underrepresented students, JCC is pursuing additional funding to support programmatic expansion and improvement, as well as student financial assistance, enriching learning opportunities and enhanced student supports. The college has requested funding to introduce an Educational Opportunity Program, which is needed to support the college’s current graduation rate goal.

**Time to Degree**

Aligned with sector trends, time to degree completion has slowly risen over the past five years. Average time to completion for first-time students has risen from approximately three years in 2009 to almost four years in 2014, for a 5-year percent change of 26.3%. In creating the PIP, the campus has reflected on this information and carefully considered how best to move forward and reduce overall time to degree. It is predicted that the rise can be attributed to increased enrollment in remedial coursework and an increase in part-time student enrollment. The college has committed to disaggregating the data to identify population specific trends, as well as to determine the root causes for any increase. This information will be used to identify appropriate interventions. Recognizing the SUNY suggested maximum time to degree of 2.9 years for first-time students, JCC has set ambitious targets to reduce time to completion. Dependent on the outcomes from the full assessment of campus time to degree completion, this ambitious goal may or may not be achievable by spring 2021.

Preliminary plans to address time to degree include promoting the finish-in-2 program and by assessing placement testing and remedial education.

Some significant progress has already been made. Under the 2014 -2020 Strategic Plan, the college has already reduced the number of maximum credit hours to 64 credits for 17 academic programs, reducing the time to completion. JCC will promote a finish-in-2 guarantee program that better communicates with students their opportunity to complete their degree program in two years.

JCC is participating in a study with Columbia University and the Community College Research Council to determine the accuracy of placement testing in appropriately placing students in the correct remedial coursework. This three year study will begin in the spring 2016 semester, and any resulting changes will likely impact time to completion beginning with the entering fall 2019 cohort.

**Plans for Continuous Improvement and Excellence in Student Success**

**SUNY Advantage**

Supporting student success is a central priority for JCC and is addressed through efforts to provide students with hands-on research, applied learning, multi-cultural experiences, and enhanced co-curricular supports and opportunities. The Center for Community Studies provides a unique opportunity for students to gain real-world experience in the community-based research process, including question formation, design of study, data collection, data cleansing and collapsing, and data analysis and interpretation. Annually, approximately 300 students work with faculty in the Center through research responsibilities, related course work or both. Additionally, the Center sponsors a theme-based speakers series held on the college campus at various times during the fall and spring semesters. The unique
work of the Center for Community Studies was recently commended in the 2015 Middle States report prepared by external evaluators.

A faculty campus engagement committee is planning a spring 2016 convocation professional development event for faculty, themed on applied learning. Activities will include bringing an expert speaker to campus to discuss best practices in applied learning. Building on start-up week, a 5-day faculty summer workshop on applied learning will be offered in August 2016. The goal of the intensive workshop is to prepare faculty to implement applied learning in their classrooms. In addition, the college will send six faculty and staff members to the League for Innovation conference in March 2016. Concurrent to planning convocation, the summer workshop, and the conference trip, the Applied Learning Team will collect data on applied learning, as well as identify opportunities for experiential learning.

Financial Literacy

JCC’s Financial Services Office has several initiatives in place in an effort to promote financial literacy and to work towards reducing the student default rate. The JCC website includes a financial literacy page devoted to financial awareness topics, including the SUNY Smart Track website. In conjunction with the Learning and Success Center, the Financial Services Office promotes this website to current students, faculty and staff. The Learning and Success Center also publishes an annual newsletter that promotes financial literacy and awareness. In addition to targeting current students, the college provides financial education to prospective students. In the April 2015 Middle States report, members of the external evaluation team commended JCC’s efforts to provide financial literacy programs to the local high schools.

The Financial Services office sends targeted monthly letters to students who are reported on the monthly delinquency files. Letters provide students with the number of days delinquent, servicer contact information as well as contact information to the Jefferson Financial Services office. For 2015-2016, Jefferson has been selected by SUNY Smart Track as a pilot school for their targeted email communication plan. The emails are sent to students considered to be at risk of default. Emails are sent at specific points throughout a semester to encourage students to utilize campus services in an effort to encourage retention.

Smart Track will increase student awareness of student loan debt, obligations and responsibilities and should, in the long run, help to reduce default. However, student loan defaults would be reduced further by more active engagement with former students who are currently in repayment and in arrears on their student loans. If the college contracted with a servicer who provides a performance-based Default Prevention Outreach program, loan defaults would further decrease. The funding necessary to support this initiative and is not currently available.

Activities planned for 2016 include a guest speaker and the “Backpack to Briefcase” workshop. In 2014, the campus hosted a Financial Literacy speaker, Peter Bielagus. This program drew a diverse crowd and will again be presented this fall. Business faculty have been invited to have their students attend as part of their curriculum. Financial Services will work with Career Planning and Placement to promote a “Backpack to Briefcase” workshop that highlights the importance of students’ fiscal responsibility and awareness both in college and beyond.
In the Financial Services Office, daily counseling takes place to encourage thoughtful borrowing when interacting with students and parents. All are encouraged to borrow only what they need to cover their expenses and are counseled online (entrance and exit) and in person as to the importance and impact of responsible borrowing. The efforts of the Financial Services Office are reflected in the very high level of student satisfaction on the student opinion survey. In the most recent fall 2012 survey, JCC students indicated a 4.22 level of satisfaction with Financial Aid Services on the 5 point likert scale, where a level 5 indicates the highest level of satisfaction possible.

These continued and combined efforts will work to positively impact Jefferson’s default rate. However, the projected decrease is contingent upon funding to support the Default Prevention Outreach program.

**Plans for Continuous Improvement and Excellence in Inquiry**

**Total Sponsored Activity**

JCC recognizes the importance of leveraging the excellence and expertise of the institution to partner with sponsors in expanding and enhancing offerings at JCC. In summer 2015, the college funded a new position, Coordinator of Supplemental Funding, to identify, solicit and manage opportunities for sponsored activity. It is expected that this position will support strategic initiatives, including those outlined in the Performance Improvement Plan, by increasing the number of proposals submitted to federal, state and private funders.

The college is committed to supporting the Regional Economic Development Council to identify workforce needs, connect with industry and to identify partnership opportunities.

**Student hands-on research, entrepreneurship, etc.**

JCC will support hands-on research and entrepreneurship through both credit and non-credit programs, such as the JCC Honors program, the Center for Community Studies, and the Business Entrepreneurship program. JCC is committed to working with SUNY leadership to develop procedures and definitions to assist in the accurate capture of SIRIS data. Student hands-on research contributes to improved retention, persistence and graduation and is measured through these metrics.

**Scholarship, Discovery and Innovation**

JCC does not measure scholarship, discovery and innovation. The Center for Community Studies, described previously, provides valuable information to the community, including Community Survey results for the counties of Jefferson, Lewis and St. Lawrence.

**Plans for Continued Improvement and Excellence in Engagement**

**START-UP New York and beyond**

Jefferson’s START-UP New York proposal has been accepted by SUNY and Empire State Development. JCC is working to attract new partnerships and linkages with business and industry through the START-UP New York program. All partnerships align with the academic mission and vision of the campus with the goal of serving the local workforce needs, attracting students, including underrepresented student populations, improving retention and graduation rates, and preparing students to enter the workforce with competitive skills.

**Alumni / Philanthropic Support**
The JCC Foundation has set the ambitious goal to nearly double the alumni giving rate by 2020. This will be accomplished by focusing on policy changes, communication efforts, and innovative activities to bring together current students and alumni.

- Beginning in January 2016, alumni fees of $20 per year will be eliminated and replaced with a request for an annual alumni gift with no pre-set amount.
- In an effort to encourage scholarship activity, alumni will be offered opportunities to create smaller value bookstore grants to support current students.
- The Foundation will expand its presence on social media and has identified a need to better promote and increase the number of alumni participating in the Distinguished Alumni Nominations process.
- The Foundation will work to connect alumni athletes and current athletes for mentoring opportunities.
- Focusing on key alumni donor bases, the Foundation will host program targeted events (e.g. Nursing Alumni event) and promote annual giving by employee alumni.

There is urgent need to renovate and expand the athletic and recreation facilities at JCC. Watertown’s unique spring climate of cold temperatures and wet weather makes it nearly impossible to provide opportunities for outdoor athletics during the spring semester, resulting in playing “home” games at alternate off-site facilities and playing double and triple headers to fit games in. This restriction impedes the quality of our athletics program and detracts from the student experience. To meet the growing and evolving needs of our student body and community, the JCC Foundation and Board of Trustees is exploring an ambitious plan to construct a state-of-the-art synthetic turf field and field house to support a variety of concurrent health and wellness activities.

In response to this need, JCC recently completed a feasibility study to explore the viability of a $10 million capital campaign for the construction of new athletic facilities, as well as to support academics and scholarships. The findings of the feasibility study were not favorable for a $10 million capital campaign at this time, however, the college is in the process of reviewing the findings and recommendations to implement action steps toward attracting a new level of philanthropic revenue.

Civic Engagement

JCC does not formally measure civic or community engagement. Community engagement is an important component of the college’s outreach efforts and includes participation on community boards, attendance at and support for community events, acting as a host for community events, participation in the REDC and other economic development organizations and initiatives, and open communication with the community on important events, initiatives, and announcement from the campus community. Over the next five years, the applied learning team plans to explore the use of a metric to measure civic engagement.

Economic Impact

As the only institution of higher education with a campus within a 50 mile radius, the importance of JCC to the economic life of the Jefferson, Lewis and St. Lawrence counties is substantial. The college commissioned a December 2010 report, *The Economic Contribution of Jefferson Community College*. The report estimates that the net added income generated by JCC operations and the spending of non-local students contributes a total of $24.8 million in income to the Jefferson and Lewis counties economy each year. The higher earnings of JCC students, and associated increase in state income,
expand the tax base in New York by about $15.5 million each year. The college will continue to explore opportunities to track post-graduation success and job placement of graduates.

Section 3: Conclusion and Expected Impact on your Campus

Jefferson’s Performance Improvement Plan (PIP) is the foundation for significant progress towards meeting college goals related to enrollment, retention, and graduation. Engaging the entire campus community in improvement efforts, the PIP will have an immediate positive impact on students, faculty and staff and provide long-term benefits to Jefferson, Lewis and St. Lawrence counties, and the State of New York. The PIP provides a central focus for efforts, renews commitments and sets goals. JCC has set ambitious goals to improve retention, graduation and time to completion rates. These goals will strengthen the college and contribute to the SUNY Completion goal of 150,000 additional graduates by 2020.

Jefferson Community College Excels: 2020 Goals
These goals will be achieved through strategic initiatives that align with both the Jefferson 2020 Strategic Plan: Strategic Directions and Initiatives 2014 – 2020 and the SUNY Excels framework.

Faculty and staff will be engaged in continuous improvement, feel empowered to affect change, as well as be provided with the necessary resources to integrate enhancements. Students will better be able to navigate the college through the Collaborative Learning Center and the One-Stop, they will benefit from improved financial literacy education, improved advisement, improved course placement and reduced credit hour requirements, opportunities for applied learning, a student-centric and completion-focused campus environment, and membership in a robust alumni community upon graduation.

The PIP will have a positive local and state-wide impact on the economy. The Plan outlines how JCC will serve local resident needs by providing new, enhanced, and more accessible educational resources. JCC will be reaching more students within its 50-mile radius service area by providing additional online courses and programs and enhanced continuing education opportunities to an underrepresented and geographically isolated population. Serving all of New York, JCC is actively pursuing opportunities to encourage business development through START-UP NY and, more broadly, economic development with the North Country Regional Economic Development Council.

To support the PIP, *Performance Improvement Funds* as well as additional external funding will be secured through sponsored projects, alumni support and capital campaign investments. The JCC Foundation will encourage alumni donations and is targeting a 2% alumni giving rate by 2020, almost doubling the current giving rate. These investments will allow the campus to grow, pilot new programs, and support the needs of students.