



JSC 2010-2015

A Plan for Access, Engagement & Success

January 27, 2011

UPDATE

INTRODUCTION

Why Plan? Why Now?

While higher education is a sturdy and enduring social institution, it also is an extremely dynamic enterprise. Each generation of students has its own characteristics, aspirations and challenges.

Planning forces us to look at where we've been, assess where we are and envision our future – a future aligned with stated goals and attainable resources. It insists that we evaluate our work, share our results, call current practices into question, and look at things in new ways.

By planning, we demonstrate confidence in JSC's future. We create a path for ongoing work, establish well-defined priorities, set milestones to evaluate our progress, and realign our compass to ensure that "true north" is always pointed toward student success and continued institutional excellence.

Planning Makes Things Happen

With the support of a five-year Title III "Strengthening Institutions" grant received in 2005, we identified six ambitious goals – among them the restructuring of first-year advising and the development of the extended classroom experience. These goals prompted us to create a dedicated Office of First-Year Experience, launch a "Creative Audience" course with diverse programming, create programming specifically aimed at supporting new students, and support a greatly expanded culture of learning beyond the classroom.

From Critical Issues to College Plan

Building on this success, we entered the next phase of planning at the start of the 2008-2009 academic year by establishing a steering committee of JSC staff and faculty to guide our work. We adopted a "critical issues" approach – focusing on issues we determined to be critical to the survival and success of Johnson State College.

At the top of the list, front and center, is the success of students, with high-quality teaching so tightly connected that it is impossible to posit one goal without the other.

Next up: a College-wide commitment to ongoing student success, which we recognize is just as crucial to student success as a strong start. After all, succeeding in college is a complex process. It requires many students to take an entirely new view of themselves, to revise their approach to their education and learning, and sometimes even to learn a new language and culture. Similarly, we have come to appreciate that transfer students deserve our attention. While they may be experienced in some aspects of college, they are new to JSC and are starting a new chapter in their lives; they don't automatically know how to "do" college just because they have tried it before.

We identified "civic engagement" as another key goal, recognizing that students who show a commitment to their own learning and feel a connection to Johnson State from the start are most likely to thrive at JSC. Civic engagement is more than "a good thing to do." It helps students build a strong sense of identity and perceive themselves as vital members of a vibrant community of learners. It extends the educational process beyond the classroom. And it prepares students for lives as fully contributing members of society.

We established our final two goals – continued fundraising and campus upgrades (to information technology and our physical spaces) – as crucial to advancing our objectives of teaching, learning and engagement.

It is clear that planning cannot be episodic; it must be part of the ongoing work we do. We need to keep asking and inventing the questions that will link our daily decisions with our aspirations for Johnson State College's future. To that end, we arrive at our new college plan.

JSC 2010-2015: A Plan for Access, Engagement & Success

1. Increase academic challenge and student achievement.
2. Foster early and ongoing student success.
3. Identify and enroll students most likely to thrive and succeed at JSC.
4. Strengthen JSC's contributions to Lamoille County and Vermont.
5. Align campus and technology upgrades with academic priorities.
6. Strengthen JSC's future through gifts, grants and investments.

Priority # 1: Increase academic challenge and student achievement.

Johnson State College will create a more distinctive academic program with greater flexibility and more streamlined general education requirements to facilitate timely graduation.

Key Outcomes	Indicators	Year 1 Strategies and Projects
1. Students in all programs will experience an increased level of academic challenge.	<ul style="list-style-type: none"> • JSC will expand the opportunities for undergraduate research program by program, department by department. 	<ul style="list-style-type: none"> • Discipline-appropriate undergraduate research opportunities will increase by at least one more department.
	<ul style="list-style-type: none"> • All students will experience at least one significant extended classroom experience that connects experiential education to classroom learning. 	<ul style="list-style-type: none"> • The annual Extended Classroom Experience (ECE) showcase event will expand in the number of student presentations and displays, in the number of community organizations represented and in the number of community partners attending.
	<ul style="list-style-type: none"> • JSC will develop and implement an honors emphasis suited to the College's mission, including broad access and participation as well as an emphasis upon learning through high-quality extended classroom experiences. 	<ul style="list-style-type: none"> • A consultant will lead a discussion of interested faculty and others about the range of honors programming available nationally and the "honors" focus desired at JSC. • A faculty working group will develop and present a draft of an honors plan.
	<ul style="list-style-type: none"> • Students will report an increased level of academic challenge on the National Survey of Student Engagement (NSSE). 	<ul style="list-style-type: none"> • Data from the annual NSSE survey will be focal points of attention.
2. Academic programs will streamline pathways to student success.	<ul style="list-style-type: none"> • Credits in majors will be reduced or fully justified, especially where programs exceed the VSC limit of 50 credits. 	<ul style="list-style-type: none"> • Any addition of major program credits will be compensated for by an equal or greater number subtracted.
	<ul style="list-style-type: none"> • Programs with more than 50 credits will be targeted for appropriate reductions. 	<ul style="list-style-type: none"> • Departments will consider and plan for target reductions.

	<ul style="list-style-type: none"> The College will develop a more flexible general education core curriculum (GECC) in support of student success and a quickened pace to graduation. The revised GECC will avoid excessive regimentation and will be based on outcomes rather than a menu of courses, and its rationale will be fully articulated in publicly available documents. 	<ul style="list-style-type: none"> The Policy 101 review of general education will contain an action plan that includes items to advance the goals of increased flexibility and transparency. The 101 plan will serve both as an ongoing “to do” list and as a reference point for indicators of progress.
	<ul style="list-style-type: none"> Appropriate reductions in major and GECC credits will allow students a full range of elective opportunities. 	<ul style="list-style-type: none"> The College will gather data on the elective credits earned by 2010 graduates.
	<ul style="list-style-type: none"> JSC will develop and articulate pathways that enable more students to graduate within four years. 	<ul style="list-style-type: none"> The College will identify and remove remaining barriers to CCV students’ continuation at JSC.
	<ul style="list-style-type: none"> The College will continue to create more online and low-residency options. 	<ul style="list-style-type: none"> Final plans to begin offering online degrees through EDP will be completed, with online program to start with the Spring 2011 semester. EDP will develop an appropriately resourced plan for the continuing pedagogical development of course instructors for all modes of course delivery. EDP will develop a plan and budget to support instructors in all modes of course delivery.
	<ul style="list-style-type: none"> Surveys and advising evaluations will show that the College is meeting its commitments as outlined in the 2009 statement on academic advising adopted by JSC and the Vermont State Colleges. 	<ul style="list-style-type: none"> JSC will develop, adopt and pilot an advising-evaluation tool.
	<ul style="list-style-type: none"> The College will fully utilize the summer to support students’ academic success. 	<ul style="list-style-type: none"> JSC will develop an academic plan for summer that helps first-year students get off to a good start in the fall and provides continuing students with the opportunity to take required courses.
	<ul style="list-style-type: none"> The College will steadily decompress academic scheduling, especially for required GECC courses, with the goal of having no more than 50% of course starts between 10 a.m. and 2:30 p.m. Monday through Thursday, and distributing other courses equally among early mornings, late afternoons and on Fridays/weekends. 	<ul style="list-style-type: none"> There will be a 10% improvement in course starts outside of “prime time,” especially for required GECC courses, by spring 2011.
	<ul style="list-style-type: none"> The College will see continued improvement in first- to second-year retention among all student cohorts. 	<ul style="list-style-type: none"> There will be a 2% improvement per year.
	<ul style="list-style-type: none"> All student cohorts will accelerate their time to graduation, with a goal of 50% graduating within six years by 2015. 	<ul style="list-style-type: none"> There will be a 3% improvement per year.

	<ul style="list-style-type: none"> The College will deploy a variety of tools (e.g., NSSE, BSSE, retention/graduation analyses, and evaluations of academic advising) to gauge its commitment to student success and academic challenge. 	<ul style="list-style-type: none"> Two open forums on campus will provide opportunities to present and discuss findings. The deans' forum and/or VSC annual retreat will provide opportunities to share successes.
<p>3. All academic programs will be committed to continuous improvement.</p>	<ul style="list-style-type: none"> All programs will design and implement strategies for end-of-program assessments. 	<ul style="list-style-type: none"> Programs will design and implement end-of-program assessments by spring 2010.
	<ul style="list-style-type: none"> All programs will gather assessment evidence used annually for pedagogical and/or curricular renewal. 	<ul style="list-style-type: none"> "Feedback" loops to program improvements will be functioning by spring 2011.
	<ul style="list-style-type: none"> Departments will design and implement mid-program and post-program assessments, using student work, learning-outcomes projects and communications with graduates as the vehicles. 	<ul style="list-style-type: none"> At least two academic programs will implement "full," multi-stage assessments.
	<ul style="list-style-type: none"> The College will invest in its distinctive programs. 	<ul style="list-style-type: none"> Full-time faculty searches will reflect these priorities.
	<ul style="list-style-type: none"> The College will use available funds to constantly and consistently improve program quality. 	<ul style="list-style-type: none"> A multi-year faculty recruitment and replacement plan, with fully articulated budget implications, will reflect institutional priorities.
	<ul style="list-style-type: none"> The College will design and adopt new programs (majors, certificates, etc.) as they relate to institutional strengths and external demands. 	<ul style="list-style-type: none"> A new Digital Media faculty member will be in place to prepare for a possible new concentration and, eventually, program.
	<ul style="list-style-type: none"> The College will continue to develop its library resources, including staffing, to align with academic priorities as set forth in this plan. 	<ul style="list-style-type: none"> The College will present and discuss a plan for developing library resources (including budget implications) that parallels the faculty recruitment and replacement plan.
	<ul style="list-style-type: none"> The College will deploy a variety of tools (e.g., VSC Policies 101 and 109, cost-revenue analyses, etc.) to gauge its commitment to the continuous improvement of academic programs. 	<ul style="list-style-type: none"> Two open forums on campus will provide opportunities to present and discuss findings. The deans' forum and/or VSC annual retreat will provide opportunities to share successes.

Priority # 2: Foster early and ongoing student success.

Johnson State College will embody a campus culture of ongoing and intentional community building and engaged learning that crosses and blurs the boundary between student life and academic affairs.

Key Outcomes	Indicators	Year 1 Strategies and Projects
1. A College-wide commitment to <u>early</u> student success will focus on early engagement and cut across boundaries between the academic and student-affairs departments.	<ul style="list-style-type: none"> JSC will continue to increase the percentage of first-year students who return for their second year by 2% per year, toward a goal of 75% persistence by 2015. 	<ul style="list-style-type: none"> Ongoing initiatives will result in a 2% increase per year.
	<ul style="list-style-type: none"> The College will secure full funding (institutional, private and grant) for Title-III-supported positions, initiatives and programs deemed necessary for early student success. 	<ul style="list-style-type: none"> Key personnel will be in place, and initiatives such as the First-Year Seminar, Common Reading Initiative and Creative Audience will continue after the Title III grant expires on 9/30/10.
	<ul style="list-style-type: none"> All new faculty hires will continue to be committed to student success, and starting with position announcements, the search process will be designed to gauge that commitment. 	<ul style="list-style-type: none"> External advertisements and internal position announcements will reflect this priority.
	<ul style="list-style-type: none"> Through NSSE and other means, students will demonstrate a social adjustment to college as well as familiarity with and knowledge of the support services available to them. 	<ul style="list-style-type: none"> The College will use data from the annual NSSE survey, particularly the Supportive Campus Environment benchmark, to gauge success.
	<ul style="list-style-type: none"> The College will transfer lessons learned from first-year seminar development and first-year experience transformation to other 1000-level courses and experiences at the rate of three to five per year. 	<ul style="list-style-type: none"> A summer 2011 development activity will reflect this priority.
	<ul style="list-style-type: none"> The College will fully utilize the summer to support students' academic success. 	<ul style="list-style-type: none"> JSC will develop an academic plan for summer that helps first-year students get off to a good start in the fall.
	<ul style="list-style-type: none"> JSC will explore using Radio JSC, as <i>Basement Medicine</i> currently functions, to address multiple aspects of student experiences at the College. 	<ul style="list-style-type: none"> The College will pilot a first-year seminar on Radio JSC.
	<ul style="list-style-type: none"> The College will plan and implement a peer-mentor program to support the success of beginning students. 	<ul style="list-style-type: none"> JSC will plan and pilot a peer-mentoring initiative.
	<ul style="list-style-type: none"> The College will create a joint faculty/staff task force to continue exploring and monitoring ways to integrate academic and student affairs in the interests of student success. 	<ul style="list-style-type: none"> The task force will hold campus and e-forums to solicit ideas and discuss initiatives.
	<ul style="list-style-type: none"> JSC will be seen as a leader in early student success. 	<ul style="list-style-type: none"> The Title III project director will present at a national Title III meeting.

	<ul style="list-style-type: none"> The College will deploy a variety of tools (e.g., NSSE, BSSE, retention analyses and evaluations of academic advising) to gauge the effectiveness of its commitment to early student success. 	<ul style="list-style-type: none"> Two open forums on campus will provide opportunities to present and discuss findings. The deans' forum and/or VSC annual retreat will provide opportunities to share successes.
<p>2. A College-wide commitment to ongoing student success will apply lessons learned from the focus on first-year students to all other student populations, focusing first on transfer students and sophomores and eventually including students in majors across the curriculum.</p>	<ul style="list-style-type: none"> JSC students will accelerate their time to graduation, with the goal that 50% of full-time students will graduate within six years by 2015. 	<ul style="list-style-type: none"> There will be a 3% improvement per year.
	<ul style="list-style-type: none"> All students will experience at least one significant extended-classroom experience that connects experiential education to classroom learning. 	<ul style="list-style-type: none"> The annual Extended Classroom Experience (ECE) Showcase event expand in the number of student presentations and displays as well as in the number of community organizations represented and community partners attending.
	<ul style="list-style-type: none"> Surveys and advising evaluations will show that the College is meeting its commitments as outlined in the 2009 statement on academic advising adopted by JSC and the Vermont State Colleges. 	<ul style="list-style-type: none"> JSC will develop, adopt and pilot an advising-evaluation tool. JSC will expand orientation for new, full-time faculty members to include a separate advising component and will provide ongoing professional development for advisors.
	<ul style="list-style-type: none"> The College will steadily decompress academic scheduling, especially for required GECC courses, with the goal of having no more than 50% of course starts between 10 a.m. and 2:30 p.m. Monday through Thursday, and distributing other courses equally among early mornings, late afternoons and on Fridays/weekends. 	<ul style="list-style-type: none"> There will be a 10% improvement in course starts outside of "prime time," especially for required GECC courses, by spring 2011.
	<ul style="list-style-type: none"> The College will develop a more flexible GECC in support of student success and a quickened pace to graduation. The revised GECC will avoid excessive regimentation and will be based on outcomes rather than a menu of courses, and its rationale will be fully articulated in publicly available documents. 	<ul style="list-style-type: none"> The Policy 101 review of general education will contain an action plan that includes items to advance the goals of increased flexibility and transparency. The 101 plan will serve as a continual reference point and as a regularly consulted "to do" list for indicators of progress.

	<ul style="list-style-type: none"> As a result of institutional research gauging current success rates of transfer students and steps taken to facilitate their pathway through Johnson State, transfer students will show improved rates of persistence and graduation. 	<ul style="list-style-type: none"> Institutional research will gauge the current rate of success among transfer students. The Registrar's office, in consultation with College staff and faculty, will work to consolidate improvements in the award of GECC credit. The College will identify and remove remaining barriers to CCV students' continuation at JSC.
	<ul style="list-style-type: none"> JSC students will show an improved rate of persistence from sophomore to junior year. 	<ul style="list-style-type: none"> The College will gather data on current rates of second- to third-year persistence and, using "Sophomore Transitions" materials from the National Resource Center for the First-Year Experience & Students in Transition, set targets and develop pilot strategies to improve sophomore retention.
	<ul style="list-style-type: none"> JSC will undertake a 90- to 100-credit "degree completer" initiative. 	<ul style="list-style-type: none"> JSC will hire or assign someone to contact all EDP students who have left after earning 90+ credits, inviting them to plan the completion of their degrees.
	<ul style="list-style-type: none"> JSC will examine the relationship between student co-curricular activities and persistence/attrition/graduation. 	<ul style="list-style-type: none"> JSC will use student responses to the NSSE survey to examine this relationship.
	<ul style="list-style-type: none"> The College will create new indicators of student success, taking into account the more complicated trajectories of today's college learners. 	<ul style="list-style-type: none"> The Registrar will identify a professional development activity to assist him in proposing a new set of appropriate and contemporary indicators by which to gauge student success.
	<ul style="list-style-type: none"> JSC will continue to develop analytic tools to track persistence/success and exits, as well as the factors explaining and predicting them. 	<ul style="list-style-type: none"> The Registrar, the Academic Dean and the Director of First-Year Experience will convene a group to consider next steps, perhaps reinvigorating (in revised form) the 20Q interviews for "undecided" students.
	<ul style="list-style-type: none"> The College will deploy a variety of tools (e.g., retention/graduation analyses and evaluations of academic advising, applied program by program) to gauge its commitment to ongoing student success. 	<ul style="list-style-type: none"> Two open forums on campus will provide opportunities to present and discuss findings. The deans' forum and/or VSC annual retreat will provide opportunities to share successes.

<p>3. The College will balance increased academic challenge with academic supports and resources for all students.</p>	<ul style="list-style-type: none"> • JSC will offer expanded and improved support services that will be advertised and accessible to all populations. 	<ul style="list-style-type: none"> • The College will conduct a needs assessment and develop a plan to implement the resulting recommendations. • JSC will consider Web-based resources to reach students not on campus during conventional “business” hours.
	<ul style="list-style-type: none"> • Retention and graduation rates will improve as described elsewhere in this plan (i.e., a 2% annual increase in the percentage of first-year students who return, toward a goal of 75% persistence by 2015, and a 3% annual increase in the percentage of students who graduate within six years, toward a goal of 50% by 2015). 	<ul style="list-style-type: none"> • First-year students will pre-register prior to summer orientation, guaranteeing a full schedule of applicable courses and helping them make a strong start.
	<ul style="list-style-type: none"> • JSC will fully implement electronic program-evaluation and related advising tools for all degree-seeking students. 	<ul style="list-style-type: none"> • The College will consider focus groups of students to identify areas needing improvement. • JSC will convene a group of faculty and staff to design Web-based tools to help students stay on track — e.g., advising FAQs, four-year plans, electronic program evaluations, a five-year list of course offerings, plans of study, etc.

Priority # 3: Identify and enroll students most likely to thrive and succeed at JSC.

Johnson State will transform recruitment processes so that students who enroll will engage early and deliberately with the College while identifying themselves as likely to succeed at and graduate from JSC, and the College will view ongoing student engagement as a priority.

Key Outcomes	Indicators	Year 1 Strategies and Projects
<p>1. Recruitment and retention efforts will be deliberate, informed by data, and understood as a College-wide commitment and responsibility.</p>	<ul style="list-style-type: none"> Goals will be based on College initiatives and data analysis and will be published and tracked. 	<ul style="list-style-type: none"> The President’s Council will guide the establishment and dissemination of recruitment goals.
	<ul style="list-style-type: none"> There will be increased participation among staff, faculty, students and alumni at special events, college fairs and receptions. 	<ul style="list-style-type: none"> The College will compile and distribute a list of opportunities for faculty, staff and students to play an influential role in recruitment efforts.
	<ul style="list-style-type: none"> There will be more connections between student life and academic programming. 	<ul style="list-style-type: none"> The College will identify stakeholders within academic affairs and student life and identify opportunities for collaboration.
	<ul style="list-style-type: none"> The College will have an improved Admissions yield rate for students identified as likely to succeed. 	<ul style="list-style-type: none"> The College will develop a bridge program with community colleges.
	<ul style="list-style-type: none"> The College will conduct regular data analyses of student success factors. 	<ul style="list-style-type: none"> JSC will expand the quality and quantity of data collected on alumni and alumni placement.
<p>2. A comprehensive marketing program informed by knowledge of current and emerging student populations, and utilizing proven new-media strategies, will guide recruitment efforts. Communication strategies will be varied, responsive and individualized.</p>	<ul style="list-style-type: none"> There will be increased marketing to non-traditional populations — transfer, graduate, and continuing-education students. The College will know more about its direct competitors, including their programs and market share, and will be able to identify new opportunities in existing and new markets. The College will annually assess the plan and make adjustments as needed to meet recruitment goals. 	<ul style="list-style-type: none"> JSC will engage a consultant to work with College staff on a marketing plan, to include revisions to the College Web site.
<p>3. College enrollment strategies and decisions will be based on analysis of data, supported by robust administrative and technological systems, and available to a broad cross-section of JSC staff and faculty trained to use these resources.</p>	<ul style="list-style-type: none"> Employees will incorporate data analysis into their regular decision-making processes. 	<ul style="list-style-type: none"> The Registrar will compile a library of data regularly requested by individual decision-makers and by administrative and academic staff.
	<ul style="list-style-type: none"> The College will post easily accessible electronic data that staff and faculty can use to support enrollment and recruitment. 	<ul style="list-style-type: none"> The Registrar will become an expert in using the VSC data warehouse and in developing standard fact-book reports and key performance indicators.
	<ul style="list-style-type: none"> The College will have a comprehensive “Enrollment Management Master Calendar,” updated annually, that identifies dates and deadlines specific to SEM initiatives for the upcoming year. 	<ul style="list-style-type: none"> The College will provide data dashboards within the new Portal drawing from the VSC data warehouse.

<p>4. Students who transfer to JSC will encounter student-friendly enrollment and retention practices. Prospective and incoming students will receive timely and clear information regarding their transcripts, general education requirements and major programs of study.</p>	<ul style="list-style-type: none"> • There will be benchmarks for retention and graduation rates and goals specifically for transfer students. 	
	<ul style="list-style-type: none"> • A person or department will have primary responsibility for the College's transfer program. 	<ul style="list-style-type: none"> • Fall 2010 registration for campus-based new students will incorporate transfer student programming and orientation.
	<ul style="list-style-type: none"> • The College will develop student-friendly tools that incoming students can use to obtain early and clear information regarding graduation and general-education requirements of their chosen major. 	<ul style="list-style-type: none"> • JSC will purchase the Transfer Evaluation System (TES) from CollegeSource and use it to track course equivalencies. • The College will begin coding course equivalencies in TES and will and publish equivalencies on the JSC Web site. • JSC will fully implement its revised evaluation process for campus-based transfer students, allowing greater flexibility regarding GECC requirements. • JSC will revise the transcript-evaluation process for EDP and campus-based transfer students to improve timeliness of evaluations and ensure earlier communication with students.
	<ul style="list-style-type: none"> • The JSC Web site will have a section targeted specifically to transfer students that will include FAQs, policies and procedures, and transfer equivalencies. 	<ul style="list-style-type: none"> • The JSC website will launch a section for transfer students.
<p>5. The awarding of institutional aid will support the goals of enrollment, student success and progress toward degree.</p>	<ul style="list-style-type: none"> • The admission rates of students receiving aid will increase. 	<ul style="list-style-type: none"> • The College will analyze yield and retention rates in relation to financial aid awards over the past three years.
	<ul style="list-style-type: none"> • The retention and completion rates of students receiving aid will increase. 	<ul style="list-style-type: none"> • The College will develop a plan for 2011-2012 awards based on its analysis of three-year yield and retention rates.
<p>6. Enrollment strategies will recognize the importance of alumni – particularly <i>recent</i> alumni – in retaining and mentoring current JSC students.</p>	<ul style="list-style-type: none"> • The College will have stronger connections with recent alumni, perhaps in the form of a program specifically for recent alums. • There will be more mentoring connections between alumni and current students. 	<ul style="list-style-type: none"> • A summer 2010 task force will explore opportunities for engaging recent alums and to consider establishing a recent-alumni program.

Priority #4: Strengthen JSC’s contributions to and relationship with Lamoille County and Vermont.

Johnson State College will be actively and continually engaged in civic matters, support the creation and dissemination of local knowledge by students and faculty, learn from and with our community, practice thoughtful stewardship of resources, and include community members in College events at every opportunity.

Key Outcomes	Indicators	Year 1 Strategies and Projects
<p>1. Johnson State College will carry out its mission with knowledge of and respect for its social, environmental, geographic, and economic context in Lamoille County and Vermont as a whole.</p>	<ul style="list-style-type: none"> JSC will develop and share a mature, multi-year plan with JSC constituents and members of the wider community. 	<ul style="list-style-type: none"> The College will publish years 1 and 2 of the plan by print and/or electronic means.
	<ul style="list-style-type: none"> The College will have a “JSC President’s Roundtable” comprising business, government, education and the nonprofit members. 	<ul style="list-style-type: none"> JSC will invite Roundtable members to two meetings a year to discuss topics of interest to both the College and the community.
	<ul style="list-style-type: none"> Curricula will reflect an awareness of local as well as global needs and interests and an appreciation for the changing nature of knowledge. 	<ul style="list-style-type: none"> A balance of theory and practice as well as clear goals, outcomes and assessments will characterize JSC internships and practica.
	<ul style="list-style-type: none"> Awareness of JSC’s contributions to the community and the state will grow. 	<ul style="list-style-type: none"> The College will publish a report detailing the economic and community-service impact of Johnson State and JSC students in the community. The College will continue to develop and publicize internship and service-learning opportunities to new and continuing students.
<p>2. Johnson State College students, faculty and staff will be students of their local communities.</p>	<ul style="list-style-type: none"> The College will pursue external funding for a “Center for Lamoille Area Studies” that will research and contribute to local knowledge. 	<ul style="list-style-type: none"> JSC will draft and circulate a mission statement for the Center for comment. The College will identify potential funders and submit at least three grant requests in Year 1.
	<ul style="list-style-type: none"> JSC will continue its local service commitments, broadening and deepening these activities and expanding the numbers of participants involved. 	<ul style="list-style-type: none"> The College will publish and share JSC’s diverse community-focused projects with the community via in-person and electronic presentations.

3. As resources permit, Johnson State College will share its campus and facilities with our neighbors and publicize and invite the public to athletic contests, special events and other activities.	<ul style="list-style-type: none"> JSC will continue to develop meaningful partnerships with K-12 schools to share resources, encourage students who aspire to attend college, and conduct research where appropriate. 	<ul style="list-style-type: none"> Common Reading Initiative 2010 will reach out to community members and high school students and their teachers.
	<ul style="list-style-type: none"> The College will open programs and cultural events to community members to the greatest extent possible. 	<ul style="list-style-type: none"> JSC's Program Planning Board will ensure that events are publicized to the public at every opportunity.
	<ul style="list-style-type: none"> JSC will document lessons learned through community-based student internships by providing information on our website, in print and in presentations. 	<ul style="list-style-type: none"> JSC will prepare and circulate manuals and "toolkits" for developing and supporting high-quality internships.
	<ul style="list-style-type: none"> The College will develop and keep up to date an inventory of JSC and community partnerships. 	

Priority #5: Align campus and technology upgrades with academic priorities.

By January 2015, Johnson State College will be known for its excellent community spaces, high-quality teaching and learning facilities, emphasis on sustainability in building development and maintenance, and use of cutting-edge information technology to increase the breadth, depth and quality of the learning experience, streamline administrative functions, and communicate with internal and external audiences.

Key Outcomes	Indicators	Year 1 Strategies and Projects
1. Classrooms, studios and labs will have equipment and technology that fully meet students' academic needs for specific fields of study.	<ul style="list-style-type: none"> Classrooms, studios and laboratories will be renovated and remodeled based on input from faculty, staff and students. 	<ul style="list-style-type: none"> The College will develop and install a Digital Arts Lab (Mac). The College will install a molecular science lab.
	<ul style="list-style-type: none"> Classroom furnishings will be comfortable and appropriate. 	<ul style="list-style-type: none"> Selected areas of Bentley Hall — including classrooms, labs and offices — will be renovated.
2. Sustainability will be the hallmark of the College's approach to maintenance and construction.	<ul style="list-style-type: none"> Construction and purchases will reflect environmentally sound practices. 	<ul style="list-style-type: none"> The College will include sustainability criteria in requests for bids and proposals. When bids are equal or near-equal for price, JSC will select the most sustainable option.
	<ul style="list-style-type: none"> Course-management software will maximize student learning and reduce paper use. 	<ul style="list-style-type: none"> JSC will select new course-management software in FY 2010 and implement it the following year.

<p>3. Community, students, faculty and staff will benefit as a result of improved facilities.</p>	<ul style="list-style-type: none"> • The number of memberships in SHAPE and JSC Friends of the Arts will increase. • Students, faculty and staff will benefit from improved health and wellness as a result of better facilities and expanded fitness offerings. 	<ul style="list-style-type: none"> • The College will fine-tune the renovations made to SHAPE in FY 2010.
	<ul style="list-style-type: none"> • The quantity and quality of interactions among students, faculty and staff will increase. 	<ul style="list-style-type: none"> • The College will complete Phase I of renovations to Bentley Hall, which will include spaces designed to increase opportunities for students and faculty to interact on a daily basis.
<p>4. Information technology will transform and streamline College administrative functions.</p>	<ul style="list-style-type: none"> • Students, faculty, staff and vendors will receive the right communication at the right time. 	<ul style="list-style-type: none"> • Announcements and information will be targeted instead of broadcast.
	<ul style="list-style-type: none"> • Paper volume will be reduced significantly. 	<ul style="list-style-type: none"> • JSC will leverage Phase I of the VSC Document Imaging Project by fully realizing efficiency gains in the Admissions, Financial Aid, Business and Registrar offices. • The Business Office will fully implement document-imaging software for Accounts Payable and Accounts Receivable. • The College will fully automate the billing/financial-aid letter process.
	<ul style="list-style-type: none"> • Faculty and staff will understand the core values of Project 2011 and work to implement it successfully. 	<ul style="list-style-type: none"> • Project 2011 teams will be in place, requirements will be drafted, and development will begin. Communication will be frequent and ongoing.
<p>5. Technology will be fully employed in the classroom, in the field and in the lab.</p>	<ul style="list-style-type: none"> • The VSC-approved Learning Management System (LMS) will be fully implemented. 	<ul style="list-style-type: none"> • As part of Project 2011, a team dedicated to implementing the VSC- approved LMS will be developed, requirements will be defined, and training will begin. • The College will pilot courses using the new LMS.
	<ul style="list-style-type: none"> • All syllabi and course materials currently provided in hard copy will be provided in the new LMS. 	<ul style="list-style-type: none"> • Administrative Assistants in all departments will have access as Teaching Assistants in Blackboard, with the goal of encouraging them to add syllabi and course materials to Blackboard sites.
	<ul style="list-style-type: none"> • 100% of JSC faculty and instructors will be using the VSC-approved LMS to conduct some aspect of the course(s) they teach. 	

6. Information Technology Services will develop and offer solutions enabling the College to transform teaching, learning and administration.	<ul style="list-style-type: none"> Information Technology will meet regularly with constituent groups to understand their needs and requirements. 	<ul style="list-style-type: none"> IT policies, practices and procedures will be streamlined. Communication regarding outstanding work orders and projects will be frequent and thorough.
	<ul style="list-style-type: none"> JSC staff will maintain and develop knowledge, skills and abilities regarding technology and how it can be used to full advantage. 	<ul style="list-style-type: none"> Time and financial resources will be set aside to encourage training and the development of new skills. The IT department will be structured to meet the needs of the upcoming critical projects.
	<ul style="list-style-type: none"> JSC will support the development and encourage the adoption of Project 2011, document imaging and similar technologies. 	<p>IT time will be dedicated to strategic projects, including Project 2011 and document imaging, and JSC faculty and staff will work to implement Project 2011.</p>
	<ul style="list-style-type: none"> JSC personnel will seek assistance from IT staff instead of outside sources at every opportunity. 	

Priority # 6: Strengthen JSC’s future through gifts, grants and investments.

Johnson State College will guide its development efforts by effectively communicating its mission, goals and core values to friends, funders and others invested in creating and sustaining the future of the College. The College mission and planning will guide funding priorities.

Key Outcomes	Indicators	Year 1 Strategies and Projects
<p>1. Fundraising and development priorities will be inspired and led by the College mission and planning goals, and these priorities will be a College-wide responsibility.</p>	<ul style="list-style-type: none"> The JSC 2010-2015 plan will reflect areas of growth and investment. 	<ul style="list-style-type: none"> College officials will schedule and conduct several conversations to share College and development priorities with constituents. The College President will solicit ideas throughout the College regarding initiatives that would thrive with new funding.
	<ul style="list-style-type: none"> The circle of friends of JSC and donors who know the mission, needs and areas of investment will continue to grow. 	<ul style="list-style-type: none"> The Development Office will host monthly donor-recognition or “friend raising” events and will widely share information about new gifts and their ability to change and serve JSC’s future. The Development staff will create roles and assignments for faculty and other College leaders to ensure regular communication with the Faculty Assembly about development efforts at JSC. The Development Office will update and distribute the “Why Give to and Invest in JSC” statement.
	<ul style="list-style-type: none"> The College will identify foundations and other funding sources aligned with College goals and priorities. 	<ul style="list-style-type: none"> The Development Office will write and submit funding requests that reflect College priorities. The Development Office will strengthen its grant-writing capacity. The Development Office will annually identify and prioritize projects at JSC that have the potential for attracting foundation support.

<p>2. JSC will be characterized by a culture of philanthropy in which JSC faculty, staff, students and community members know and appreciate the essential role that gifts and investments play in enabling the College to carry out its mission.</p>	<ul style="list-style-type: none"> • Development goals and progress toward them will be widely known and accessible. • Staff, faculty and friends of JSC will be able to articulate the difference that gifts have made to campus life, faculty teaching, scholarship and students' lives. • Fundraising accomplishments will be noted and celebrated. • JSC will continually recognize the impact of gifts and grants on College life. • Faculty and staff will increasingly understand and appreciate their role as stewards and friend-raisers in support of development goals. 	<ul style="list-style-type: none"> • Development and College leaders will meet twice each academic year with campus groups to talk about the campaign, its impact on the campus, and opportunities to get involved. • The Development Office will make use of public areas to acknowledge gifts and contributions (e.g., bulletin boards and the video display in Stearns). • The Development Office will use Web tools to provide excellent stewardship of donors and potential donors. • Development will improve its use of the JSC Web site to report on endowment gifts and tell compelling stories. • The Development Office will publish and distribute a quarterly newsletter reporting on fundraising progress and will make use of local radio and press as well. • The College will periodically hold short-term fundraising initiatives designed to encourage involvement and generate excitement.
<p>3. Well-articulated and widely shared annual goals and a multi-year campaign will guide development strategies.</p>	<ul style="list-style-type: none"> • JSC will complete the leadership phase of The Campaign for JSC, which includes three components: capital, endowment and current-use gifts. • The JSC endowment will grow from \$2 million to \$3 million. • The number of donors to JSC will increase by 10% per year over the next five years. • The amount of giving will increase by 10% over the next five years. 	<ul style="list-style-type: none"> • Members of the Fund for JSC will help set goals, develop plans and solicit endorsers for the Campaign for JSC. • The College will design and begin to implement a robust and comprehensive stewardship program. • The Development Office will continue to connect students who receive endowment-funded scholarships and support to their donors. • The Development Office will connect faculty and others who have benefitted from gifts with their donors.
<p>4. The College also recognizes the need for increased state funding for the VSC and will assist the Chancellor's office in appropriate ways to achieve that goal.</p>		