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 and relationship with 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.

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<th>Key Outcomes</th>
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| 1. Students in all programs will experience an increased level of academic challenge. | - Progress continued in the natural and behavioral sciences; more students were involved in a greater variety of experiences.  
- JSC student work chosen for selective “Posters on the Hill” event in Washington, DC.  
- Prof. Gina Mireault served as VSC Faculty Fellow, following Prof. Liz Dolci—both chosen for their contribution to advancing an emerging culture of research.  
- Faculty submitted more grant proposals.  
- Faculty attended Council on Undergraduate Research conference.  
- Six students had summer research experiences with faculty members.  
- Faculty convened General Education Core Curriculum (GECC) working group; summer planning group endorsed a mission statement and a draft framework for a new GECC.  
- Explored new Honors direction for JSC with faculty, staff, administration; received consultant’s report for next phase of development.  
- Began discussion among department chairs of a multi-year faculty recruitment/replacement plan. | - Expand research opportunities to two other academic areas (majors or departments).  
- Ensure all students have at least one extended classroom experience.  
- Increase participation in ECE showcase to all departments and programs.  
- Refine GECC model; seek and obtain approval from Faculty Assembly and endorsement from academic dean.  
- Begin work to draft a JSC-focused honors direction in synch with our general education commitments and mission.  
- Continue work of redesigning most frequently taught “gateway” and elective courses. |
2. Academic programs will streamline pathways to student success.

- Completed study of 125 students who had applied to graduate over last 10 years and failed to do so.
- EDP began offering two online degree options.
- Share lessons learned from close review of 120 students’ academic records to identify recurring themes and opportunities.
- Craft individual invitations to students near degree completion to resume progress toward degree.
- Reach out to balance of cohort to encourage their return to JSC.
- Fully embrace EDP education majors in student-teacher preparation activities and assessments.
- Extend EDU program improvement work to EDP education majors.
- Continue more specific pathway development with CCV staff for greater ease of transfer to JSC.
- Rethink summer semester as a significant part of the academic year.
- Design one or two certificate programs aligned with curriculum.

3. All academic programs will be committed to continuous improvement.

- Faculty discussions progressed re: program assessments and the importance of articulating and closing the feedback loop.
- Developed an instructor-evaluation system for EDP.
- Continued use of BCSSE/NSSE for insights into freshman expectations and experiences.
- Implemented degree-plan audit for EDP students.
- Review all program assessments in place; refine, adjust, expand as needed.
- Implement the instructor-evaluation system for EDP.
- Continue the implementation of an advising-evaluation tool.
- Implement first cycle of new VSC continuous program-improvement process.

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.

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| 1. A College-wide commitment to early student success will focus on early engagement and cut across boundaries between the academic and student-affairs departments. | - Developed and piloted an advising-evaluation tool.  
- Held three summer orientation days in June and July to introduce students earlier to college.  
- Designed co-registration project of “paired courses” for incoming first-year students.  
- Revamped 20Q instrument into 10Q to guide conversations with at-risk students.  
- Implemented first non-credit “course” for undeclared students. | - Extend advising contract outlining mutual advisor and student expectations to campus- and EDP-based students.  
- Extend orientation beyond first few days of semester through ongoing work of selected orientation leaders.  
- Assess success of Creative Audience; adapt as indicated for greater success.  
- Pilot, evaluate and extend the pilot of learning communities.  
- Include a focus on early and ongoing student success in marketing and recruitment materials. |
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.

- Made modest progress re: learning the particular needs of transfer students.
- Invited “stop out” students in good standing to return to JSC.
- Hold “welcome back, sophomores” activity to celebrate successful first-year completion.
- Continue to find ways to include returning students as leaders and guides for new students.
- Recognize returning students’ collegiate success at JSC events such as opening Convocation.

3. The College will balance increased academic challenge with academic supports and resources for all students.

- Residence-halls-based tutoring and other activities held throughout the year
- Extend the commitment to Friday and weekend academic experiences.
- Continue to monitor and decompress academic schedule.
- Increase faculty involvement in tutoring services.

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 and will succeed at and graduate from JSC.

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<td>1. Recruitment and retention efforts will be deliberate, informed by data, and understood as a College-wide commitment and responsibility.</td>
<td>• Made more targeted visits to high schools with diverse student populations.</td>
<td>• Review, assess and update website to include more transfer-specific information.</td>
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<td>• More faculty became involved in on- and off-campus recruitment efforts.</td>
<td>• Strategically awarded scholarship funds to attract out-of-state students with strong high school records.</td>
<td>• Continue streamlining paths to JSC from CCV.</td>
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<td>• Improved marketing/awareness campaigns for EDP. Conducted special recruitment activities for diverse populations (hosted students from Minority Recruit Online, hosted Chinese student visit, attended Hispanic college fairs).</td>
<td>• Hosted athletic showcases and overnights for prospective student-athletes.</td>
<td>• Promote and recruit students for new Communications &amp; Community Media major.</td>
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<td>• Hosted athletic showcases and overnights for prospective student-athletes.</td>
<td>• Carried out a faculty sabbatical project focusing on best practices for ELL (English Language Learner) students.</td>
<td>• Hired new director of athletics with particular expertise and experience in student-athlete retention.</td>
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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.

| • Realigned recruitment marketing dollars from radio to social media. | • Further enhance the process and frequency of communicating student accomplishments to hometown news outlets. |
| • Strengthened in-house communications. | • Streamline website by moving to the portal what belongs on the portal. |
| • Improved Johnson Views. | • Update web pages and remove redundancy. |
| • Increased communication from current students with both prospective and accepted new JSC students (e.g., Badger Blog, Student Ambassador Club). | • Draft new home page and selected landing pages. |
| • Implemented online virtual tour. | • Develop targeted and integrated marketing campaign utilizing Burlington Free Press print and web (including Yahoo) |
| • Contracted with firm to issue hometown releases on successes/accomplishments of current students, including student-athletes. | • Create additional TV spots, adding parent and faculty testimonials. |
| • Created new athletics website. |  |
| • Created and aired new TV spots focusing on testimonials of students and key administrators. |  |

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.

| • Began a strategy of using yield and demographic data to guide decisions about some institutional awards. | • Continue to assess strategies of institutional aid, taking into account financial need, yield and student success. |
| • Began a strategy of using yield and demographic data to guide decisions about some institutional awards. | • President’s Council will articulate and work with Admissions staff and others re: recruitment goals. |
| • Began a strategy of using yield and demographic data to guide decisions about some institutional awards. | • Set minimum expectations of JSC staff and faculty to make use of online, student-focused data tools. |

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.

| • Further refined and implemented procedures for the smooth transfer of general education credits. | • Refine and upgrade our communications and marketing strategies to reach prospective transfer students. |
| • Further refined and implemented procedures for the smooth transfer of general education credits. | • Streamline application process for transfer students, especially vis-à-vis the Common Application. |

5. The awarding of institutional aid will support the goals of enrollment, student success and progress toward degree.

| • Targeted JSC Success Scholarships to out-of-state students. | • Study successes of the piloted model; make changes as indicated. |

6. Enrollment strategies will recognize the importance of alumni – particularly recent alumni — in retaining and mentoring current JSC students.

| • Targeted JSC Success Scholarships to out-of-state students. | • Task new associate director of development with developing strategies for greater alumni involvement. |
| • Targeted JSC Success Scholarships to out-of-state students. | • Work with Alumni Council to realize this goal. |
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.

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| 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. | • Reorganized SERVE leadership, resulting in greater outreach to and participation of students.  
• Carried out "SERVE-FRI" activities each week when classes were in session.  
• In partnership with ARAMARK, hosted a successful job-training program for area residents in basic culinary skills.  
• Forged partnership between LUHS and JSC Education Department.  
• Business students carried out several Lamoille County-based projects, including workshops for local farmers and compiling a database of county businesses. | • Hold first meeting of President’s Roundtable.  
• Look for opportunities to connect with local media and audiences while recruiting for new Communications & Community Media major.  
• Review, strengthen and standardize internship contracts.  
• Develop and publicize a report on “JSC in the Community: Economic and Social Impact,” to include membership of JSC faculty and staff on boards and councils in Johnson and home communities. |
| 2. Johnson State College students, faculty and staff will be students of their local communities. | • Student Government Association restored its community-College liaison position.  
• A number of First-Year Seminars included local service and/or research components. | • Through an expanded culture of research, strengthen a commitment to local study. |
| 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. | | • Host a Performing Arts Festival for high school students in fall 2011.  
• Expand Common Reading Initiative to local high school(s) for fall 2012.  
• Explore opportunities to use WJSC in this effort.  
• Expand opportunities to use JSC facilities for high school playoffs. |
Priority #5: Align college 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.

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| 1. Classrooms, studios and labs will have equipment and technology that fully meet students’ academic needs for specific fields of study. | Completed the digital-arts (MARS) lab and studio.  
Improved and expanded the 24-hour study lab.  
Completed molecular lab and Earth sciences classroom.  
Developed plans for Visual Arts Center expansion and renovation.  
Expanded wireless service to McClelland, Bentley and LLC. | Complete Bentley renovations by August 2011; assess and make adjustments as necessary.  
Complete VAC addition and renovations by January 2012.  
Name and dedicate the LLC for major donor.  
McClelland Hall: upgrade classrooms, review space usage, create student lounge/study areas, create long-term plan. |
| 2. Sustainability will be the hallmark of the College’s approach to maintenance and construction. | Made maximum use of recycling and repurposing opportunities in all renovation projects.  
Designed lighting and heating to reduce reliance on conventional power sources.  
Restored windows so as to increase natural lighting.  
Implemented changes that enable science labs to rely as little as possible on the use of chemicals. | Continue focus on making energy improvements in new, renovated and other spaces on campus.  
Upgrade heating controls in Martinetti. |
| 3. Community, students, faculty and staff will benefit as a result of improved facilities. | Solicited the input of faculty and staff re: Bentley and VAC design and programming.  
Regraded the path between Martinetti and McClelland to make it more walker-friendly. | Students and faculty will be oriented to new facilities; patterns of use will be studied, and any adjustments indicated will be made. |
| 4. Information technology will transform and streamline College administrative functions. | Completed Project 2011, including a new course-management system (Moodle), a new portal for announcements and sharing information, and new Web Services for students, faculty and staff.  
Fully implemented document imaging in the offices of the Registrar, Payroll, Admissions, Student Accounts and Financial Aid, resulting in greater efficiency and better sharing of information.  
Expanded Billing and Financial Aid databases to incorporate more information, thereby improving efficiency and the flow of information between offices. | Implement document imaging in Accounts Payable and three other offices on campus, with a goal toward increasing the flow of information and improving efficiency.  
Use the portal to broadcast announcements and educate users so it becomes THE place for information for JSC.  
Revamp the public website so it becomes more user-friendly and “modern.”  
Improve overall communications to prospective students and the community.  
Update and enhance the College’s “continuity of operations” plan to reflect changing needs of JSC and JSC students.  
Work with VSC to complete programming work to enable the uploading of electronically delivered Admissions data into Datatel. |
5. **Information Technology Services** will develop and offer solutions enabling the College to transform teaching, learning and administration.

- Technology will be fully employed in the classroom, in the field and in the lab.
- Replaced faculty computers older than two years (summer 2011).
- Launched the digital-arts (MARS) lab and studio.
- Brought three new technology-enhanced classrooms online.
- Conducted training on Moodle (the new course-management software) in conjunction with Vermont State Colleges IT services.
- Fully deploy Moodle in all departments so that at a minimum, syllabi are available for all JSC course sections.
- Set aside time and financial resources for training and skills-development for the College’s IT resources.
- Convert standard forms to forms that can be completed online, with data automatically distributed to appropriate parties/databases.

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

Johnson State College will direct 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.

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**Key Outcomes**

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<td>- Development Office will work with individuals and departments to better understand grant- and gift-worthy projects.</td>
<td>- Carried out first-stage research on cultivating young/recent grads as donors.</td>
<td>- Launch a campaign for Visual Arts programs and scholarships.</td>
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<td>- Realized JSC’s first $1 million gift commitment.</td>
<td>- Raised funds for an alumni bell tower that will be used to recognize donors and encourage more gifts.</td>
<td>- Install and dedicate the bell tower during Homecoming 2011.</td>
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<th>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.</th>
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<th>3. Well-articulated and widely shared annual goals and a multi-year campaign will guide development strategies.</th>
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<td>- Shared the President’s monthly reports and newsletters with donors.</td>
<td>- Explore website upgrades that will make it more attractive and easier for donors to make gifts.</td>
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<th>4. The College also recognizes the need for increased state funding for the VSC and will work to inform decision-makers of the value of the College and its students and graduates.</th>
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<td>- Members of the Student Government Association spoke in Montpelier and Washington, DC, about the need for greater state and federal funding of higher education.</td>
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