

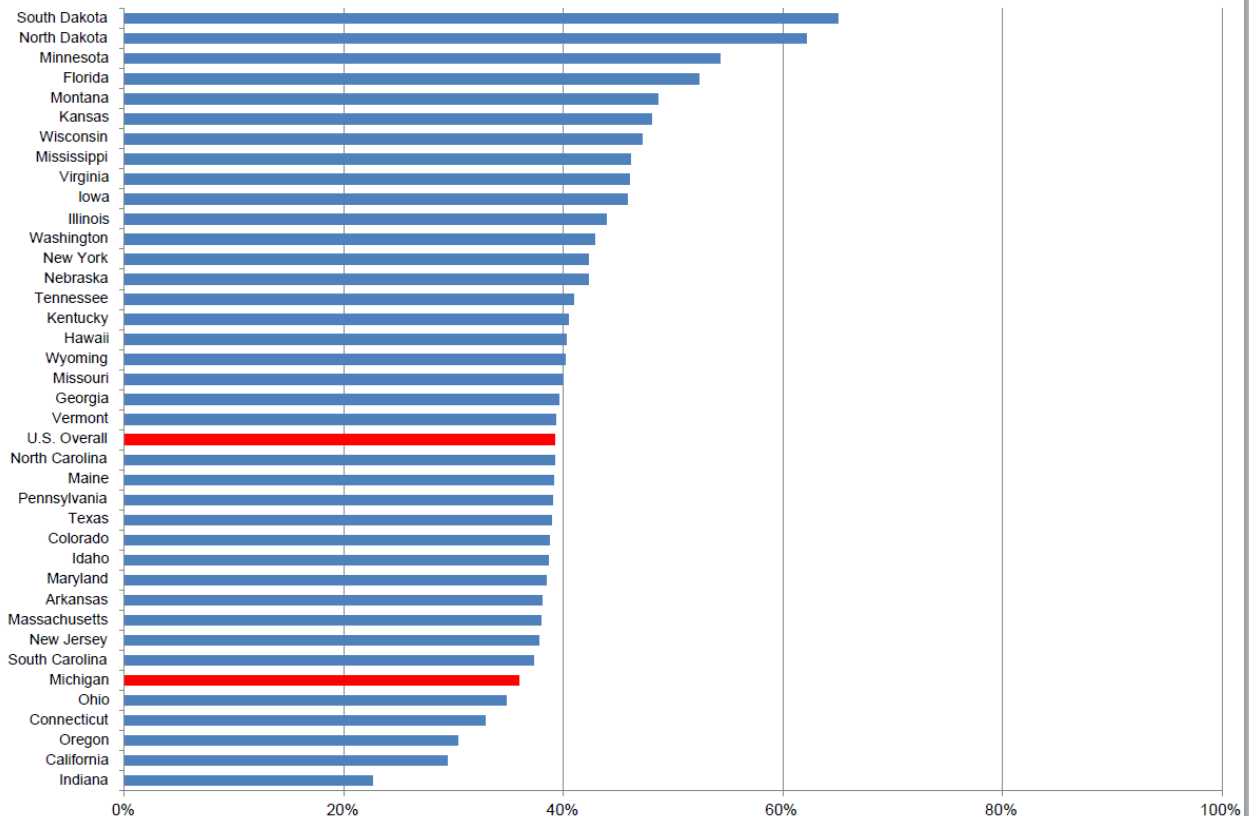
ABOUT JACKSON COLLEGE

- Located in South-Central Lower Michigan with a 3-county service area with 4 instructional sites.
- Serves nearly 8,000 unduplicated credit students annually.
- Accredited by the Higher Learning Commission (AQIP methodology).
- Three housing facilities on the central campus.
- Baccalaureate programming.
- Policy Governance board (Carver model), 7-members, 6 yr. terms
- Baldrige Framework for excellence \$46M enterprise.
- Comprised of about 800 employees (300 FT) – 2 unions.

NEW COLLEGE BUSINESS MODEL - WHY THE NEED FOR CHANGE?

- We were built for access not success and completion.
- 6-year completion rate is at 56.8%
- 400-500 students leave within 6 years with no credential earned.
- Approximately 10% of our students fail to earn a single credit hour each year.
- Ratings and performance systems
- HEA reauthorization implications
- Increasing competitive levels and commoditization of higher education and fungibility of credits

Total Six-Year Completion Rates Within and Across State Lines among Students Who Started at Two-Year Public Institutions in Fall 2008, by Origin State



A MORAL QUESTION REGARDING TUITION AND STUDENT SUCCESS

Our old budget model was inconsistent with our high achievement goals of access, success and completion. The proposed budget model contemplated a new approach grounded in the importance of building a relationship-based connection with students, focused upon individual goals, progress and advancement to the point of completion.

Year 1 (FY 16) – The Board approved a 6.8% tuition increase.

Year 2(FY 17) – Will be bringing forth an 8% tuition increase for the Boards consideration.

INSTITUTIONAL ACCOUNTABILITY EXPECTATIONS

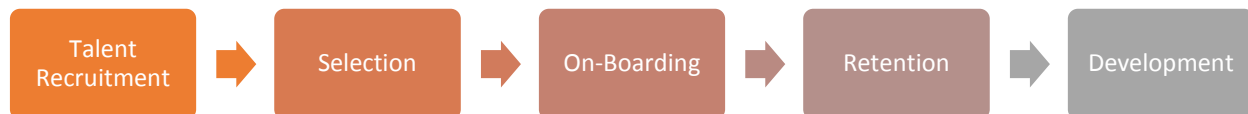
1. FALL TO WINTER RETENTION – 90% (CURRENT RATE IS 81.7%)
2. FALL TO FALL RETENTION – 70% (CURRENT RATE IS 44.54%)
3. COMPLETION (CREDENTIAL OR TRANSFER) – 80% (CURRENT 6 YEAR RATE IS 56.8%)

HOW WILL WE ACHIEVE THESE AGGRESSIVE GOALS?

We knew that the success of TCS² (Total Commitment to Student Success) and Pathways implementation would require additional and supplemental work which meant taking a critical look at our current culture and initiatives.

CHANGING THE CULTURE

We had to begin with the ‘who’ of our organization (i.e., the people first) before we could begin driving the ‘what’. After significant research, benchmarking, training, and study, we developed a five star talent formula:



TOTAL COMMITMENT TO STUDENT SUCCESS (TCS²)

At Jackson College, it is our way of saying that in all we do, we are focused on helping our students succeed (i.e., complete their program of study, complete a credential of market value, obtain employment, or transfer). We provide intentional and supportive actions to guide, engage, and empower students, making success unavoidable! Student engagement matters!

Student Success Initiatives:

- Student Housing
- Employee Professional Development
- Structured/Guided Pathways
- Student Life
- Student Success Navigators
- Instructional Skills Workshops
- Talent Formula
- American Honors
- International supports
- Multi-cultural supports
- Veterans supports
- Jackson Preparatory & Early College (JPEC)



- Center for Student Success
- Ombudsman

STUDENT SUCCESS NAVIGATORS

Create Student Success Navigators:

- A proactive, intentional, relational, student/client-based approach to advising – creating a connection based on the students’ individual educational and career goals.
- Serve as the students, academic, financial, and total resource advocate.

Decrease Caseloads:

- Where we started - 1,463:1 (transactional)
- Where we will be this year – 298:1 (relational)
- Student/Client-based model – navigator has assigned student/clients based on alphabetical distribution

Year 1 Progress:

Semester outreach timeline Includes:

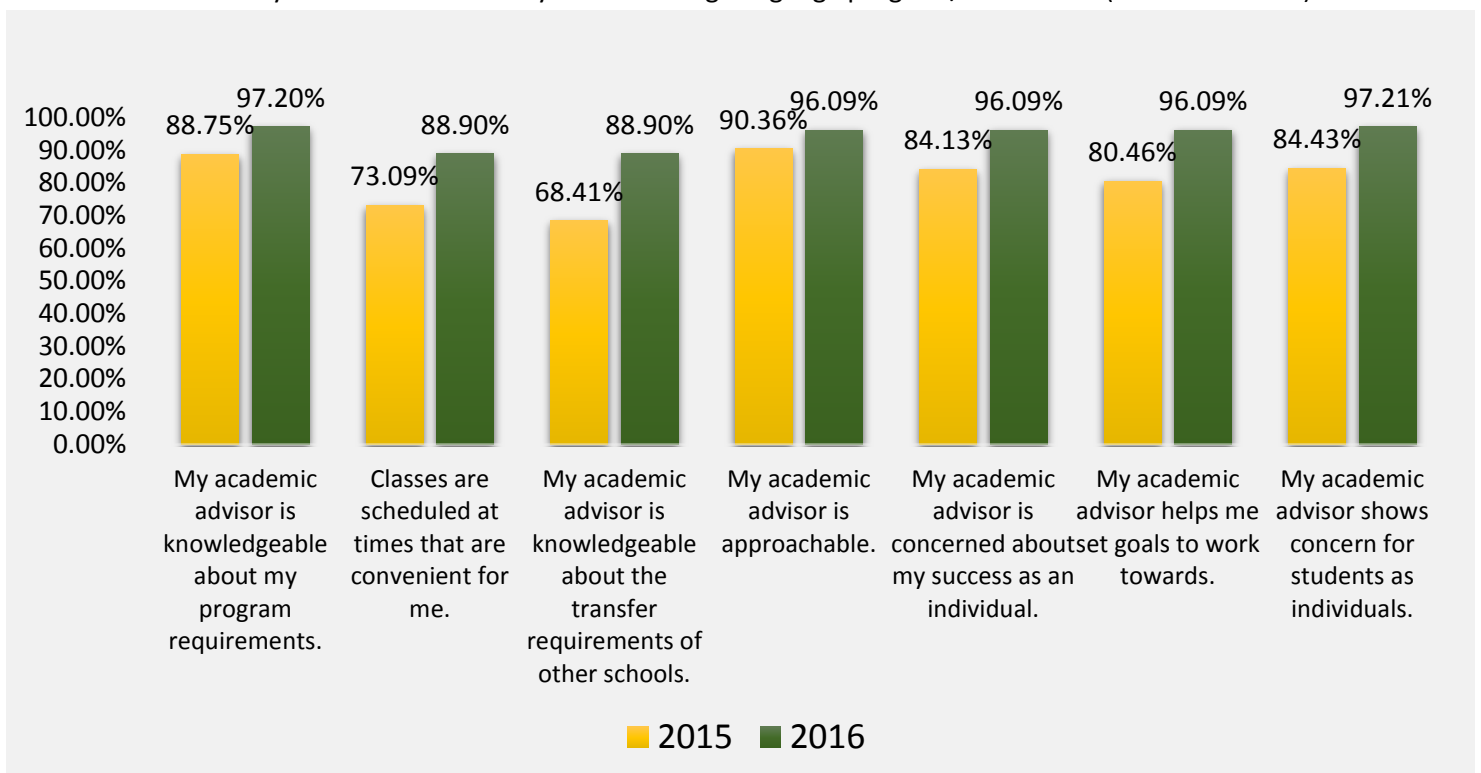
- Three face to face meetings
- SEM 140 classroom visits
- Early Alert intervention
- Student Success Workshops

Navigator Training:

- Noel Levitz Predictor Training
- Career Coach software training
- Appreciative advising certification
- Pathways

Create a Balanced Scorecard to Measure Success

- Retention and completion rates will be ultimate indicator of success
- Survey students immediately after meetings to gauge progress/satisfaction (see chart below)



GUIDED PATHWAYS

Background:

- Research and discussion began in 2013.
- Creation of streamlined student pathways as a strategy to address student learning in our FY 15 Strategic Plan.
- A subcommittee of our Foundation Students Committee was formed in October 2014 to lead the Pathways initiative.
- Following attending the Pathways Institute Orientation the team shared their findings with the Academic Council who overwhelmingly supported the initiative.
- The first task was to solicit feedback and make recommendations for titles of the pathways.
- Ultimately Academic Council and Leadership Council approved the following 6 pathways:
 1. Business and Computer Technology
 2. Health Sciences
 3. Human Services
 4. Liberal Arts
 5. Science, Engineering, and Math (STEM)
 6. Skilled Trades and Agriculture

Progress to Date:

- All program maps complete and being built in Student Planning module
- Exploratory pathway maps complete
- Developmental education integrated as co-requisites
- Help students determine career choices early

Seminar 140: Seminar in Life Pathways:

- On Course success traits
- Life Map Project
 - Self-discovery
 - Career exploration
 - Program/transfer exploration (goal: select program)
- Create plan with Student Success Navigator
- Identify faculty member (program or transfer)

Next Steps

- Build all transfer pathways
 - Increase number of articulation agreements where needed
- Review General Education course sequencing and selection
- Review milestone selection
- Project impact on enrollment

State and National Involvement:

- Michigan Guided Pathways Project
 - Monthly meetings
 - Quarterly institutes
 - Mentors
- American Association of Community College (AACC) Pathways Project