

JEFFERSON STATE COMMUNITY COLLEGE

STRATEGIC PLAN 2010-2014

PROGRESS REPORT FALL 2012

I. Expand and Enhance Educational Programs

From preparing students for success, to providing an exceptional workforce to promote economic development, to teaching the basic skills for maintaining a healthy and productive lifestyle, education is important to the region's future. To compete favorably with other communities throughout the Southeast, Jefferson State Community College must establish a meaningful curriculum of educational opportunities to serve central Alabama. This bold, new five-year program will:

A. Establish New Nursing Programs at the Chilton and St. Clair Centers

Measurable Objective 1 – The Nursing Program is the highest demand of all Jefferson State programs. By expanding this program to other locations and increasing class size, Jefferson State will continue to meet the demand for qualified nursing personnel throughout central Alabama.

1.1. Establish a Nursing Program at Pell City that will admit an average of 25 students per year.

Progress: The first nursing class was admitted spring, 2012. A second class will be admitted spring, 2013.

1.2. Establish a Nursing Program at Clanton that will admit an average of 25 students per year.

Progress: The first nursing class was admitted spring, 2012. A second class will be admitted spring, 2013.

1.3. Increase graduates of the Nursing Program by a minimum of ten percent (10%).

Progress: There were 155 RN nursing graduates for 2009-2010 and 223 graduates for 2011-2012 (A 44% increase).

1.4 Maintain a passing rate on the NCLEX at these two sites of 80 or higher.

Progress; There are currently no graduates at these locations (Overall rate is over 90% for the fourth straight year).

Strategies

- Develop and submit a prospectus to the Alabama Commission of Higher Education (ACHE) and to the Southern Association on Colleges and Schools – Commission on Colleges (SACS-COC) for approval to offer the Nursing Program at the two sites.
- Pursue funding opportunities for the two programs.
- Develop facilities, purchase equipment, hire faculty.

B. Enhance Workforce Development – Meeting the Needs of all whom Jefferson State Serves

Measurable Objective 2 - The College must position itself to respond more quickly to workforce development needs in the greater Birmingham area. Through this program, the College will continually assess these needs, develop new courses of study and meet demands as they become evident.

2.1. Increase enrollment in the program by 10%.

Progress: Total headcount for FY 2010-11 was 2,242. Total headcount for 2011-12 was 2,573, representing a 15% increase.

2.2. Increase revenue by 10%.

Progress: For the Center for Community and Corporate Education, revenue for 2009-10 was \$807,043; revenue for 2010-11 was \$976,030 which represents a 21% increase.

2.3. Surveys will indicate 80% of participants indicate a timely response to their requests for assistance.

Progress: Of those companies served by the Center for Community and Corporate Education who completed a customer satisfaction survey, 97% were highly satisfied with the contracting process in CY 2009, 98% were highly satisfied in 2010, 100% were satisfied in 2011 and to date, 100% have been satisfied in 2012. (note: surveys are still being collected for 2012).

Strategies

- Develop partnerships with producers of workforce development training such as the Alabama Technology Network (ATN) to share resources and clients.
- Attend state workforce development meetings to gauge state needs and resources that are available.
- Work closely with the academic divisions at all locations for potential collaborative efforts.

Measurable Objective 3 – The College’s largest workforce development outreach is through its Career Technical Education. The College must take the necessary actions to provide quality programs to meet the needs of the community.

3.1. Eliminate programs with insufficient demand and use the resources to create or enlarge high demand/high quality programs.

Progress: The College has recently closed three programs (RTV, Horticulture, and LPN) and has added nursing programs at the St. Clair-Pell City Center and the Chilton-Clanton Center.

3.2. Increase the number of certificates and Associate in Applied Science Degrees by 25% over the next five years.

Progress: The number of certificates and AAS degrees increased from 686 in 2009-2010 to 992 in 2011-2012 (A 47% increase).

3.3. The passing rates on all program specific exams (Such as NCLEX) are above the national average.

Progress:

3.4. The placement rate for all AAS graduates is above 80%.

Progress: The College is working on a plan to emphasis this process and to track student success.

Strategies

- Carefully determine the viability and potential of all programs to assess their potential to meet the needs of the College’s community.
- Develop the new centers by introducing essential programs for the local community’s development.
- Develop new certificate and degree programs needed by the community with an established need.

C. Develop and Implement a University Center

Measurable Objective 4 - Jefferson State currently partners with several universities, enabling its graduates to complete their baccalaureate degrees by attending classes taught at Jefferson State locations. As this concept becomes more popular with our students and universities,

Jefferson State must work with our university partners to ensure we are prepared for the additional students served by this program.

4.1. Increase the number of AA/AS degrees awarded by 20% over the next five years.

Progress: The number of AA/AS degrees increased from 197 in 2009-2010 to 317 in 2011-2012 (61%).

4.2. Increase the number of students transferring to a university by 20%.

Progress: Information not currently available.

4.3. Double the number of university classes and advisors at Jefferson State's locations.

Progress: The College is actively working with UAB, Montevallo, and Huntingdon for university advisors and additional courses to be taught at our locations.

Strategies

- The College will develop a University Outreach Program by offering universities in the College's service area the opportunities for housing university advisors and university classes in Jefferson State's facilities.
- Each university must agree to work closely with the College to promote the opportunity to finish their associate degree program

II. Expand Student Outreach

Providing students with cutting-edge technology, offering classes in a manner and time that is effective, efficient and convenient for each student is paramount. Jefferson State will continue to progressively keep pace with the society we serve. Technology enables nontraditional delivery methods, providing students with access to courses regardless of their geography. Over the next five years, Jefferson State will:

A. Provide Technology Infrastructure to Connect all Jefferson State Campuses

Measurable Objective 1 - Currently, Jefferson State has the technology to connect each of our locations. It will install additional hardware and software to create a high availability, high capacity, secure infrastructure, enabling us to effectively diversify and increase educational opportunities for our students at each of the College's locations.

1.1 The Internet traffic stays below 90% of available bandwidth capacity.

Progress:

- The Internet bandwidth was upgraded from 20Mbps to 50 Mbps in 2011. This has allowed for the connection to stay below the 90% capacity. Prior to the upgrade we were at 100% of capacity the majority of the time.
- Installed new core switches with faster backplane and increased speed between network zones. This allows for faster access to Internet applications.

1.2 Virus and malicious threats reduced by 10% per year.

Progress:

- A Palo Alto Firewall was installed to scan and filter all Web traffic to identify and block malware and viruses. The number of support cases related to malware/viruses was reduced from 100 in 2010-2011 to 33 in 2011-2012 after the installation of the new appliance.
- An Email Appliance was installed to scan all email for potential viruses and phishing.

1.3 Critical systems are available 99% of the time with the exception of down time for scheduled maintenance.

Progress:

- Our virtualization project was started in 2011 with 17 physical servers virtualized. The project will continue this year with the virtualization of mission-critical applications, such as Banner and Blackboard. Virtualization enables one physical server to run multiple "virtual" servers enabling fast and reliable recovery with built-in redundancy.
- A new server room air conditioner was installed to replace a 20 year old air conditioner. The new air conditioner is more reliable and efficient.

- The 10 year old core network switch was replaced with 2 Brocade Turbo Iron switches providing the network with greater redundancy and power efficiency.

Strategies

- *Develop and implement plan to increase network bandwidth to handle additional traffic across our network.(Core switches, Internet bandwidth)*
- *Develop and implement plan to provide network security to protect sensitive data and critical systems while providing increased access.(Firewall, Palo Alto, Email Appliance)*
- *Provide data center infrastructure that will provide 24/7 access to critical applications.(AC, Critical system alerts, Generator, Virtualization, backup system)*

B. Enhance and Expand Distance Learning Initiatives

Measurable Objective 2 – Distance education courses create flexible learning opportunities and increased access to a broad range of courses in various disciplines by delivering instruction via the Internet and interactive videoconferencing. The College will effectively use distance education courses to expand the student population it serves.

2.1 Increase overall enrollment in distance education courses by 20%.

Progress: Total enrollment in 2009-2010 Internet courses was 10,636. Total enrollment in 2011-2012 Internet courses was 13,611, which is growth of 28%. Faculty continue to embrace the use of distance education tools in traditional courses.

2.2 Expand the use of interactive video to all locations.

Progress: Each campus and instructional center now has at least one interactive videoconference (IVC) classroom. The Jefferson Campus and Shelby-Hoover Campus each have two dedicated IVC classrooms. Equipment enabling Tegrity lecture capture through document cameras was installed in Jefferson and Shelby-Hoover IVC rooms, and is used by instructors to create instructional recordings and materials that are delivered through Blackboard. Robert Wallace uses materials created in this way to teach MTH 126, MTH 227 and MTH 238 in a flexible interactive IVC/Hybrid format. Students can choose to attend live IVC lectures at the Jefferson or Shelby-Hoover Campus, or they can watch recorded lectures at their convenience. All students complete the same assignments and take the same on-campus tests.

2.3 Upgrade course management system from Blackboard CE 8 to Blackboard Learn.

Progress: Blackboard Learn is installed on JSCC servers, and instructor training is in progress. A pilot group will use Blackboard Learn to teach spring 2013 courses. Full migration from Blackboard CE 8 to Blackboard Learn is planned for summer 2013.

2.4 Expand the use of internet applications to applied science programs.

Progress: Since Fall 2010, Blackboard and Tegrity have been used to create recorded lectures and instructional content for Internet MTH 125S, IVC/Hybrid MTH 126, MTH 227 and MTH 238, and Hybrid CHM 105, BIO 201, BIO 202, BIO 220. The biology department plans to offer Hybrid BIO 103 in spring 2013. Lecture capture capability for Funerals Services Education was upgraded to allow full video/audio capture of live classroom lectures, where previously only audio was recorded. Ten CIS Internet courses have been developed with the goal of making all CIS AAS degree options available through distance education options. Three options should be available through distance education in spring 2013. CHD courses previously available as Hybrid offerings are being converted to full Internet courses.

Strategies

- *Collaborate with department chairs and program coordinators to insure effective scheduling of general education and program specific courses with distance education options.*
- *Collaborate with faculty, department chairs and appropriate administrators to plan development of new distance education courses that create opportunities in areas of need and expand degree options that can be completed through completion of distance education courses.*
- *Coordinate efforts of instructional technology specialists in making technical preparations and providing faculty training required for effective transition from Blackboard CE 8 to Blackboard Learn.*

C. Enhance Technology for Jefferson State Students, Faculty and Administration

Measurable Objective 3 – Jefferson State will continue to provide the latest technology for its students, faculty and staff. Technology should be embraced to facilitate learning, innovative instruction and optimize administrative processes.

- 3.1 Increase the number of wireless Access Points by 10% per year to improve wireless coverage.
 - We are currently working with vendors on quotes to replace our Wireless network which will allow for additional access points. Our current Wireless network has reached the maximum number of supported access points. The replacement will give us the capability of increasing our wireless coverage at all locations.
- 3.2 Increase bandwidth and speed of wireless network by replacing 10% of the existing infrastructure with high capacity access points per year.
 - The new wireless network will support access points with higher data transmission speeds and additional frequencies.
- 3.3 Improve accessibility and functionality of critical applications with upgrades of existing applications and addition of new applications
 - Implementation of Degree Works, a tool to assist students and faculty with advising and graduation, began this fall.
 - A new Banner implementation allowed for Financial Aid students to view and manage their Financial Aid awards and information online.
 - A Banner upgrade allowed for employees to view their paystubs and other Payroll data online.
 - A telephone system upgrade at all of our locations unified management of the College's telecommunications into one main location with fail-over management at each location. This upgrade will allow for the convergence of features such as voice and faxing.
 - The implementation of our imaging project continues with the increase use in Financial Aid and Enrollment Services, and the new setup for Personnel/Payroll and the Business Office.

Strategies

- *Upgrade and maintain critical administrative and academic applications.(Banner, OS patches, Telephone upgrade)*
- *Implement new technologies that provide improved functionality and ease of use.(Degree Works, Mobile Apps, Argos apps,Voicemail/Fax convergence, Imaging, Mobile Apps)*
- *Improve access to administrative and academic applications. Provide integration of mobile technology to allow accessibility to applications.(PC upgrades & wireless replacement, Mobile Apps)*
- *Implement a secure infrastructure and policies to support the growing trend of "Bring Your Own Device" that allows access to the Intranet and Internet from personal devices.*