



Dr. Lester C. Newman  
President

Torry Edwards  
Chairman of the Board

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## MESSAGE FROM THE PRESIDENT

I am pleased to share with you the 2018-2023 Strategic Plan for Jarvis Christian College, a living document that will guide our path forward. Creating this Plan was a collaborative effort, which included input from the Board of Trustees, the administration, faculty, staff, students, alumni and friends of the College. It involved the analysis of college's past strengths, weaknesses, threats and future opportunities. It is a robust environmental scan of the local, state, national and global communities a qualitative assessment of the campus community and external stakeholders.



Over the course of my tenure as president, Jarvis has undergone a significant transformation. We made necessary reductions in personnel and budgets, responding to declines in enrollment without jeopardizing the integrity of the College's academic programs. Even as we reduced expenditures, we maintained focus and continued to invest in our strategic goals and objectives.

Our concerted efforts—carefully targeted and data-driven—have begun to bear fruit, and growth is evidenced by the improvement in the area of academics and student support services. We have infused data analytics courses into our general education curriculum and have begun the journey to transform our academic model through innovation and technology. We retired our learning management system—JICS—and replaced it with the cutting-edge D2L platform. We are well on the way to meeting our goal of adopting open-source educational resources. Moreover, we have been granted certain autonomies and flexibilities by the Jarvis Christian College Board of Trustees that better position us to compete in the national and global marketplaces.

This Strategic Plan builds on these transformations and has been shaped by internal and external input and collaboration. It will guide our path forward, elucidating our mission and vision while clearly articulating our goals, cultural aspirations and strategies. It includes critical components that were identified, shared and revised based on input from the College's key stakeholders. Because of the efforts we have made together, JCC is today a significantly different, stronger and healthier institution. With this strategic plan serving as a roadmap for student success and the College's growth, I am confident that the best is yet to come.

I am thankful to you for your continued dedication to and support of our college and our unique mission.

Sincerely,

Lester C. Newman  
President

## MESSAGE FROM THE CHAIRMAN AND VICE CHAIRMAN OF THE BOARD OF TRUSTEES

The Jarvis Christian College Board of Trustees was honored to be included in the Strategic Planning process. As we all know, a successful strategic plan requires collaboration between the Board, the College administration, alumni and students -- all acting in concert as a leadership team with a shared vision and mission. Our collective vision also depends on a strong reciprocal partnership with the local community. Jarvis Christian College enjoys support from various components of our community: local business partners, the non-profit sector, citizen-taxpayers, local government and volunteers who share of their time, talent, services and financial investments.

This strategic plan is grounded in our core values, and serves to reinforce our mission and vision through 10 strategic goals, which are listed later in this document.

Jarvis has much to be proud of -- as well as many challenges to face. As a College Board, we remain steadfast in our commitment to the College' administration, faculty and staff attempt to provide every student the best educational experience possible, helping each one to succeed and accomplish his or her highest potential. Thank you for taking the time to consider the elements of this plan and for your commitment to helping Jarvis Christian College continue to grow and improve.

Sincerely,

Torry Edwards  
Chairman

William Fisher  
Vice Chairman

## MEMBERS OF THE STRATEGIC PLAN COMMITTEE

Mr. William Fisher, Chair  
Mr. Torry Edwards, Co-Chair  
Dr. Lester C. Newman, Co-Chair  
Ms. Leketia Blair  
Ms. Deborah Mitchell  
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Mr. Kenneth Gwyn  
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### **Strategic Plan Steering Committee**

Mr. William Fisher, Chair  
Mr. Torry Edwards, Co-Chair  
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Dr. Glenell M. Lee-Pruitt  
Ms. Cynthia Stancil  
Mr. Melvin Hamlett  
Dr. Lee E. Monroe  
Dr. Benson Kariuki  
Dr. Jan Duncan  
Dr. Gregory Bosworth  
Dr. Dorothy Langley  
Miss Da'Janae Tookes (Student Representative)  
Dr. Cheryl Kariuki (Faculty Representative)



## A HISTORICAL PERSPECTIVE

Jarvis Christian College is a historically Black institution that has been affiliated with the Christian Church (Disciples of Christ) since its inception. The College began as Jarvis Christian Institute, modeled after the Southern Christian Institute of Edwards, Mississippi. Its formal instructional program commenced January 13, 1913, with an enrollment of twelve young girls taking elementary school work.

The recorded history begins in 1904 when the Negro Disciples of Christ in Texas, in conjunction with the Christian Women's Board of Missions, began to plan for a school for Black youth. Financial goals were set. The Negro Disciples of Christ in Texas were



to raise \$1,000 for a school; the Christian Women's Board of Missions would contribute \$10,000 if this were done. In 1910, Major and Mrs. J.J. (Ida Van Zandt) Jarvis deeded 456 acres of land near Hawkins, Texas, to the Christian

Women's Board of Missions on the condition that it keep up and maintain a school for the elevation and education of the Negro race.

Shortly after the land was donated, the Negro Disciples of Christ in Texas, largely through the efforts of the women of the churches, completed a fundraising campaign. The Black Christian churches in Texas collected \$1,000 and the Christian Women's Board of Missions contributed \$10,000 in support of this initiative.

In 1916, commercial courses were added to the curriculum. Fragmentary records indicate some college work was offered as early as in 1916. Notably, during its early years, Jarvis Christian Institute existed as one of the few schools available in East Texas where Black youth had the opportunity to complete a high school education. Between 1924 and 1937, Jarvis Christian Institute was the only accredited high school for Blacks in the Hawkins area.

In 1927, junior college courses were added to the curriculum. In 1928, Jarvis Christian College was incorporated as a college and its governing body was established in 1929. The Texas Advisory Board, with membership consisting of prominent members of the Christian Church, advised the College on policy and operated under the auspices of the Home Department of the United Christian Missionary Society of Indianapolis, Indiana.

## A HISTORICAL PERSPECTIVE

As such, Jarvis was a mission institution. This designation would not end until 1958 when the Texas Advisory Board was replaced with the creation of an eighteen-member board, which operated under the Board of Higher Education of the Disciples of Christ and the Board of Fundamental Education of the Christian Church. Mr. J. L. Lancaster, a member of the Texas Advisory Board and president of the Texas and Pacific Rail Road, had a railroad station built across U.S. Highway 80. The “Jarvis” station was in operation until 1951.



In 1950, Jarvis Christian College was placed on the “Approved List of Colleges and Universities for Negro Youth.” This was the only regional accreditation available to Black colleges in the South.

In 1967 Jarvis Christian College became affiliated with the Texas Association of Developing Colleges, a six-college consortium of historically Black colleges, and achieved membership in the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). In 1969, the Teacher Education program was approved by the Texas Education Agency.

Major renovations and capital improvements occurred during 1993 and 1994. A distance learning laboratory was built to allow students at Jarvis Christian College to participate in classroom activities simultaneously with students in courses held on other college campuses without having to leave Jarvis. This later led to classes delivered asynchronously through the Internet.

Jarvis Christian College reached its centennial year in 2012 and celebrated the achievements of the past decades. The current president, Dr. Lester C. Newman, reorganized the academic divisions to optimize the educational experience for Jarvis students and began an internal review of the College to position Jarvis for excellence for the next 100 years.

## VISION STATEMENT

Jarvis Christian College will be one of the nation's premier liberal arts institutions committed to providing a transformative education that holistically prepares students for global service and leadership.



## MISSION STATEMENT



Jarvis Christian College is a historically black liberal arts four-year institution affiliated with the Christian Church (Disciples of Christ). The mission of the College is to prepare a diverse population of lifelong learners intellectually, socially, spiritually, and personally through providing interactive services and using varied modalities of instructional delivery.



## GUIDING PRINCIPLES

The entire Jarvis Christian College community values and abides by the following guiding principles to support the College mission “to prepare a diverse population of lifelong learners intellectually, socially, spiritually, and personally through providing interactive services and using varied modalities of instructional delivery.”

The guiding principles are:



**Scholarship and Life-Long Learning:** To advocate for life-long learning by challenging and supporting students and staff to pursue intellectual, personal and professional development.

**Service:** To intentionally provide quality experiences for students, staff and faculty that serve the surrounding communities and the nation and that create an atmosphere of a life-long commitment to community service and civic engagement.



**Integrity:** To exhibit ethical behavior in and beyond the academic setting, and to be good stewards of all of our resources, acting as persons of high character guided by a commitment to transparency, fairness and honesty.

**Respect:** To embrace the doctrines of Faith, Family and Community, which ensure inclusiveness and celebrate diversity,

understanding that every individual should be treated with professionalism, courtesy and kindness.

**Responsibility:** To be responsible and accountable for our actions in every situation, as it relates to the College, the community and the nation.

**Christian Ethics:** To emphasize that the Christian spiritual path provides an ethical code that, when followed, makes for a better person, a better College, a better community, and a world guided by social, economic and environmental justice for all.

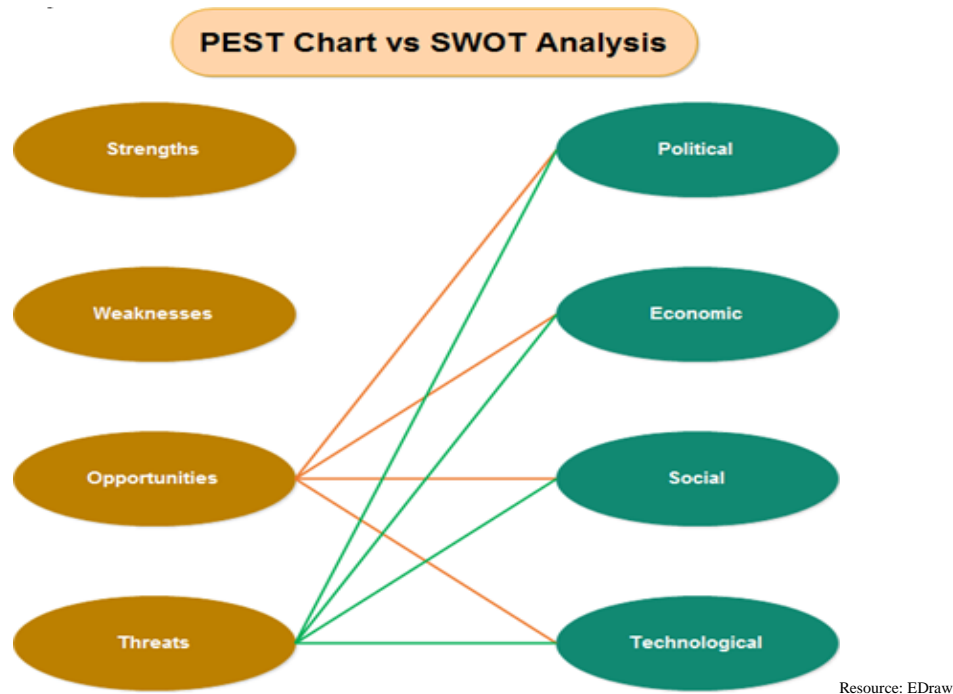


**Innovation:** To continually examine our practices by seeking creative and efficient ways to improve while balancing the needs of today and preserving the resources of tomorrow....embracing new ideas, new people, new directions and innovative ways of performing the tasks at hand.

## ENVIRONMENTAL SCAN

Jarvis Christian College's (JCC) internal environment is partially defined by our current mission and by the college's historical development. The comprehensiveness of an environmental scan provides a strategic means to assess the changing landscape of the college as well as the changing landscape of higher education.

There are two basic approaches to the environmental analysis of an institution's environment. A SWOT Analysis (Strength, Weaknesses, Opportunities, and Threats/Challenges) is a situational analysis tool and is used as a framework for the environmental scan. A PEST (Political, Economic, Social, and Technological) analysis provides factors which are major determinants of strategic development and defines the conduciveness of the environment.



JCC's environmental scan utilizes each framework to allow for a more holistic approach towards determining trends and allows the planning committee to be provided with additional information about what actions need to be taken in the strategic plan to move the institution forward. This assessment is divided into two parts – an internal environmental scan that addresses the college's strengths and weaknesses impacting initiatives; and an external environmental scan based on PEST factors that examines a collection of external opportunities and threats which impact the college.

## INTERNAL ENVIRONMENT ANALYSIS

The Environmental Scan (ES) Committee administered a survey to faculty and staff to collect data regarding perceptions relative to the college's strengths and weaknesses. Respondents were presented with a total of 16 definitive statements wherein they were asked to either 'agree' or 'disagree'. An agree response represented a college strength and a response of disagree represented a college weakness/challenge. The determining threshold was > 50%. There were a total of 47 survey participants for a response rate of 35%.

Secondly, data were collected from the 2017 Graduating Senior Survey regarding their perception of college strengths and weaknesses/challenges. A qualitative text analysis was conducted and repetitive items are listed. There were a total of 32 survey participants for a response rate of 75%.

### Strengths

#### Faculty and Staff Responses to College's Strengths:

- The College collaborates closely with regional K–12 educators to ensure that students are prepared for college-level work (59% agreed).
- The College recruits and enrolls a diverse student population (89% agreed).
- The College adopts emerging technologies for faculty (54% agreed) and staff (54% agreed).
- There is a process in place to make recommendations for technology improvements, such as a Technology Committee (54% agreed).
- The College makes use of data and analytics to improve student success (61% agreed).
- The College balances privacy concerns with its need for access to data (81% agreed).
- Faculty, staff, and students are involved in outreach to the community (67% agreed).
- The College provides a safe work environment (72% agreed).
- The College takes steps to help students complete their degree (93% agreed).
- The College is visible in the community in order to foster collaborative partnerships with outside stakeholders (63% agreed).
- The College adopts new strategies to keep the college affordable and accessible (65% agreed).

#### Graduating Senior Survey (2017) Student Responses to College's Strengths:

- The quality of instruction (93% satisfied).
- Computer and computer facilities (75% satisfied).
- Access to computer facilities and services (80% satisfied).
- Contract with the registrar's office (93% satisfied)
- Religious programs and services (87% satisfied)
- Opportunities to participate in extracurricular activities (84% satisfied)



## INTERNAL ENVIRONMENT ANALYSIS

- Intercollegiate athletics (84% satisfied)
- Chapel (79% satisfied)
- Maintenance of facilities (73% satisfied)
- Food service (64% satisfied)
- Registration (79% satisfied)
- Availability of library materials (81.97% satisfied)
- Quality of library materials (80.33% satisfied)
- Library facilities (80.65% satisfied)
- Campus housing (65.57% satisfied)
- Personal counseling (79.97% satisfied)
- Laboratory facilities (77.42% satisfied)
- Financial aid services (77.05% satisfied)
- Quality of academic advising in your major (86.67% satisfied)
- Health services (77.42% satisfied)
- Overall Academic Experience (87% satisfied)
- Quality of programs of study (87% satisfied)
- Student to instructor ratio (90% satisfied)
- Career planning services (77% satisfied)

Additional Strengths expressed in students' individual responses to the Graduate Senior Survey:

Students liked interactions with other students, faculty, administrators, advisors, and staff; small-classroom setting; the family-like community; extracurricular activities (SGA, Greek-life, sports); flexibility of faculty; and hands-on instruction, online courses, networking opportunities.

### **Weaknesses/Challenges**

#### *Faculty and Staff Responses to College's Weaknesses/Challenges:*

- The College adopts emerging technologies for student use (53% disagreed).
- The College provides adequate opportunities for professional development (52% disagreed).
- The College has adequate data management software (57% disagreed).

#### *Graduating Senior Survey (2017) Student Responses to College's Weaknesses/Challenges:*

- Poor campus Internet and Wi-fi access.
- Dormitory facilities are not well maintained.
- College processes are unorganized.

## EXTERNAL ENVIRONMENT ANALYSIS

Threats that could pose obstacles to the full attainment of institutional goals present themselves in the areas of political, economic, social, and technological factors. Many times these threats also open doors to new opportunities when properly perceived and framed within that context. Jarvis Christian College's Environmental SCAN Committee, upon study of the current and projected landscape for the institution, has determined the following threats and opportunities within the SWOT analysis.

### **Threats-Economic**

Enrollment forecasts for independent colleges in Texas by Texas Higher Education Coordinating Board (THECB) show only modest growth in the future with 90% of that in large population areas. Jarvis Christian College, with its location in rural east Texas could be impacted significantly by this trend. Historical Black Colleges and Universities (HBCUs), according to the Pew Research Center, due in part to the increased access to other institutions, show the share of all Black college students attending HBCUs dropped to only 17% in 1980, 13% in 2000 and 9% in 2015. However, the share of a more diverse population increased. The trend toward the offering of free tuition to community colleges (Tarrant County Community College, Dallas County Community College and Collin County Community College) in the Dallas/Fort Worth area, Jarvis' significant recruiting area, threatens to impact student enrollment. Further, the value of the liberal arts degree has diminished. (Inside Higher Ed)

In the last ten years, the cost of education, tuition and fees, has been rising at a higher rate than the cost of living. The surging cost is putting higher education out of reach for students from disadvantaged communities.

### **Threats-Technological**

Today's students are leaving high school oriented to work in groups, with highly engaged and technology infused instruction. Today's colleges seldom continue the degree of flexibility allowed with high degrees of modern technology. Likewise, workforce expectations have changed. The recognition by employers of the new mode of learning, provided by organizations not affiliated with colleges and universities, such as coding boot campers, prior learning certification, and competency-based education, etc. is driving potential college students away from institutions of higher learning.

According to Gray Reports (March 2018), there has been a decrease in demand for on-campus programs 2016-2018 of 15% per year. The development of technology, especially the Internet and the rise of online education has widened the choice of post-secondary options available to students creating a highly competitive environment. Schools are now judged not only by the rigor of their training, but also by the effectiveness of their delivery system.

## EXTERNAL ENVIRONMENT ANALYSIS

A September 2016 article linked from the Pew Research site states HBCU graduation rates to be at about 35%. The diversity of student needs, the desire to increase completion rates as well as to support students through the college experience demands a new approach to coordinate student support efforts.



### Threats-Political

The current political climate has been one of increased activism and has made a significant impact on college campuses. Movements such as #MeToo, controversies over violent activism, and balancing free speech with safety issues have been and will continue to be concerns for institutions of higher learning.

### Threats-Social

The demographics of the student population is becoming more diverse. “The percentage of HBCU students who were either White, Hispanic, Asian or Pacific Islander, or Native American was 17% in 2015, up from 13% in 1980. Hispanic students, in particular, have seen their overall shares grow on HBCU campuses, increasing from 1.6% in 1980 to 4.6% in 2015.” (Anderson, M. 2017) The uncertainty of the final governmental action for Deferred Action for Childhood Arrivals (DACA) students threatens to place an entire segment of students in peril with little advance notice.

### Opportunities-Economic

According to Gray Reports (March 2018), included in the top 5 “fastest inquiry growth programs” are Management Science, Cybersecurity, Game/Media Design. These programs align well with current programs of the institution or have recently been under discussed. The opportunity to utilize market research to rebrand programming to be more attractive and responsive to student interests is available.



The changing demographics and the burgeoning threat from free community college offers the opportunity to serve a different population. An increase in adult learners or those entering with college credit and a proven record of successful completion creates an opportunity for offering increased advanced degrees and upper division programs. The internships and industry placements already provided through Jarvis programs provide value added options for students closer to graduation. Opportunities also exist to educate the Jarvis community in the value of a liberal arts degree at a time when its veracity is challenged.

## EXTERNAL ENVIRONMENT ANALYSIS

### Opportunities-Technology

As a need for professors to meet students where they are and push them further; professional development for instructors in new technology tools and pedagogical trends have the potential to improve not only student performance but faculty skill levels as well. Opportunities to partner with companies such as Apple or Google who are working in these environments for this professional development are increasing along with support to provide assistance to HBCUs. This climate could significantly impact the institution.

Further, the new modes of learning provide the opportunity to promote Jarvis Christian College by emphasizing its location within 10 miles of four high schools that have potential students for expanding dual credit offerings. The College being in close proximity to a lake retirement community could provide opportunities for continuing education courses to adult learners.



Increasing affordability and access to faster Internet services and technology hardware opens opportunities to tap into the growing demand by adult learners for advanced asynchronous college-level educational programs that complete or augment their education.

Increasing the number of online courses will provide an opportunity that course offerings are attractive to a wider number of potential students

Further, the improvements in capabilities and access of technology open the opportunity for implementation of some sort of student success management tool to allow for integration of services to support student success and increase graduation rates.

### Opportunities-Political

In times of quick and vocal political change in our history, it has often been colleges and universities, their faculties and students who have led the way. Today's young people are drawn to places where they feel their voice is heard and where there is an opportunity for them to impact their world for good. The challenge to be such an institution also provides the opportunity to review institutional policies on speakers,



## EXTERNAL ENVIRONMENT ANALYSIS

assembly, and on student safety as well as a safe working environment to be certain they are up to date and reflect the current climate. Providing parents with these safety policies creates a positive dialog as the institution has clear guidelines in place to protect students and staff.

### **Opportunities-Social**

Opportunities for all students to benefit from cultural exchanges as well as the opportunity to live and work among a population that is more reflective of what may be seen in the workforce have been a focus on the Jarvis campus for some time now. As social trends increase diversity, these opportunities even more readily show the college's value in preparing students for an ever-changing world where flexibility, cultural awareness and other soft skills are important aspects of maximum employability.

In promoting Jarvis to a broader demographic, the opportunity to emphasize the following positive traits of the College demonstrate cross-cultural strengths in a changing world:

- small college atmosphere that foster pressure-free learning environment;
- low Faculty/Student ratio that enables easy and continuous faculty and student interaction;
- caring and nurturing staff and faculties; and
- community engagement that foster hands-on learning.

(2018, January 02). Inside Higher Ed. Retrieved April 21, 2018, from <https://www.insidehighered.com/views/2018/01/02/predictions-higher-education-coming-year-opinion>

(2018, March). Demand for Higher Education Programs. Gray Reports. Retrieved from: <https://info.grayassociates.com/hubfs/2018%20March%20GrayReports%20-%20Demand%20Trends%20for%20Higher%20Education.pdf?t=1525200015084>

## STRATEGIC GOALS AND OBJECTIVES

### STRATEGIC GOAL 1: To provide preeminent academic programs and instruction that are innovative and career-relevant.

<b>Objective 1: Strengthen academic programs and instruction</b>	<b>Timeline</b>
a. Strategy: Launch approved online degree completion program (Business and Criminal Justice);	2018-2019
b. Strategy: Initiate process for the establishment of a Mass Communications and Pre-Engineering degree program;	2018-2019
c. Strategy: Increase agreements with Dallas Community College District to enhance students and community partnerships associated with the Dallas Teaching Site;	2018-2019
d. Strategy: Implement the Pre-Health Academy in conjunction with the University of Texas at Tyler Health Science Center;	2018-2019
e. Strategy: Increase the number of career-relevant course offerings, inclusive of data analytics, cyber-security and environmental science;	2018-2020
f. Strategy: Offer certification programs in Microsoft Word and Excel, billing and coding and medical administrative assistant;	2019-2020
g. Strategy: Offer certifications in religion in conjunction with the United Theological Seminary in Dayton, OH;	2019-2020
h. Strategy: Market the Interdisciplinary Studies major in Music;	2019-2020
i. Strategy: Enhance current offerings and create new opportunities for competency-based education;	2019-2020
j. Strategy: Complete accreditation process for the Social Work and Business Programs;	2019-2020
k. Strategy: Increase partnerships with graduate and professional schools, including Morehouse School of Medicine and Meharry Medical School;	2019-2020
l. Strategy: Increase Honors Course Offerings by 5 classes;	2020-2021
m. Strategy: Increase GE online offerings by 5%;	2021-2022
n. Strategy: Add an additional online degree completion program in Religion;	2021-2022
o. Strategy: Add an additional online degree completion program in Social Work;	2021-2022
p. Strategy: Enter into a consortium agreement with University of Texas at Tyler to create a degree program in the Allied Health Fields;	2021-2022

## STRATEGIC GOALS AND OBJECTIVES

### STRATEGIC GOAL 1: To provide preeminent academic programs and instruction that are innovative and career-relevant.

<b>Objective 2: Establish a Lecture Series or Forum for traditional, non-traditional and adult education students</b>	
a. Strategy: College faculty, staff and students will join together with colleagues from the Community for stimulating conversation about issues that cross all disciplines. Lectures and performances may address either enduring or emerging questions central to the disciplines or on relevant topics of our time; and	2018-2023
b. Strategy: Establish a lecture series that focuses on religion, women and society and other pertinent social issues.	2018-2023
<b>Objective 3: Enhance academic support services for traditional and non-traditional students</b>	
a. Strategy: Establish a comprehensive onboarding process inclusive of orientation, tutorial support, advising, registration, and LMS navigation;	2018-2019
b. Strategy: Increase access to tutoring and academic support labs;	2018-2023
c. Strategy: Increase access to Career Services that is inclusive of all majors and career relevant (completion of job application packages, soft skills, etc.);	2018-2023
d. Strategy: Continue to develop a model program for academic and co-curricular advising and mentorship;	2018-2023
e. Strategy: Upgrade academic/administrative technology;	2018-2023
f. Strategy: Develop Fresh Start Program, Prior Learning Assessment, Certifications, Continuing Education Units (CEUs);	2018-2023
g. Strategy: Increase internship opportunities for all students; and	2018-2023
h. Strategy: Implement career pathways from freshmen to sophomore.	2018-2023
<b>Objective 4: Maintain accreditation with the Commission on Colleges of the Southern Association of Colleges and Schools</b>	
a. Strategy: Submit Fifth-Year Interim Report	2019-2020
b. Strategy: Submit QEP Impact Report	2019-2020

## STRATEGIC GOALS AND OBJECTIVES

### STRATEGIC GOAL 2: To enhance the living and learning environment within our campus community

<b>Objective 1: Create a culture of learning in student living spaces that will engage them in the 21<sup>st</sup> Century techniques that will help them address 21<sup>st</sup> Century challenges.</b>	<b>Timeline</b>
a. Strategy: Develop a model residential experience that provides with experience opportunities for leadership and engagement, and intellectual and personal growth.	2018-2023
b. Strategy: Establish academic programming such as tutoring and academic coaching in residence halls;	2018-2019
c. Strategy: Establish classes in residence halls;	2018-2019
d. Strategy: Equip classroom space with latest technology including smartboards;	2018-2019
e. Strategy: Establish opportunities for faculty, alumni and staff to engage students in the residence hall.	2018-2019
<b>Objective 2: Create a culture of student led communications by establishing various media outlets that will give students the opportunity to engage stakeholders in campus life.</b>	
a. Strategy: Hold town hall meetings; and	2018-2023
b. Strategy: Discussion forums in the residence halls w/faculty, staff and alumni	2018-2023
<b>Objective 3: Create interactive modules that will engage students in leadership, civic engagement, career choices, problem solving and other topics that will enhance their social experiences</b>	
Strategy: Establish residence hall programming that will emphasize student leadership roles and enhance community experience such as dorm councils and residential hall competitions.	2018-2019



## STRATEGIC GOALS AND OBJECTIVES

**STRATEGIC GOAL 3: To establish collaborative relations with internal and external constituents to support the mission of the College.**

<b>Objective 1: Build a pipeline through partnerships with area high schools and community colleges.</b>	<b>Timeline</b>
a. Strategy: <i>Articulation Agreement with the Dallas County Community College District (Brookhaven College, Cedar Valley College, Eastfield College, El Centro College, Mountain View College, North Lake College and Richland College); Bossier Parrish Community College and Southern University @ Shreveport;</i>	2018-2023
b. Strategy: Expand MOAs and articulation agreements with community colleges and other institutions and constituents to enhance student and faculty engagement.	2018-2019
c. Strategy: Increase internship opportunities for students	2018-2019
<b>Objective 2: Increase articulation agreements/consortium agreements with graduate and professional schools</b>	2018-2023
<b>Objective 3: Increase internship opportunities with corporations and businesses.</b>	2018-2023

## STRATEGIC GOALS AND OBJECTIVES

### STRATEGIC GOAL 4: To enhance faculty and staff professional development and life-long learning.

<b>Objective 1: Support Employees in their academic and career advancement.</b>	<b>Timeline</b>
a. Strategy: Increase the number of faculty who engage in external professional development activities;	2018-2023
b. Strategy: Continue the "Leadership Academy" for senior and mid-level managers;	2018-2023
c. Strategy: Continue to support faculty who are pursuing terminal degrees in the teaching fields;	2018-2023
d. Strategy: Create a Center for Teaching and Learning;	2018-2023
<b>Objective 2: Promote an environment of learning, teamwork communication, research, and positive employee morale.</b>	
a. Strategy: Coordinate and implement Faculty and Staff Development Workshops (August & January);	2018-2023
b. Strategy: Provide ongoing training opportunities for faculty and staff in their respective areas;	2018-2023
c. Strategy: Develop an internal protocol that impacts faculty and staff; and	2018-2023
d. Strategy: Ensure PD Team involvement in campus-wide committees (i.e. Academic Council)	2018-2023
<b>Objective 3: Educate employees to improve their job performance and service to students; Coordinate "Passport to Administrative Success" program for new administrators.</b>	
a. Strategy: Continue the "Leadership Academy" for senior and mid-level managers;	2018-2019
b. Strategy: Coordinate Mentoring Program;	2018-2023
c. Strategy: Continue to support faculty who are pursuing terminal degrees in the teaching fields; and	2018-2023
d. Strategy: Provide training opportunities for staff to enhance their professional performance.	2018-2019

**STRATEGIC GOAL 5: To be fiscally sound and a good steward of resources to advance the quality of academic programs, administrative functions, and facilities management.**

<b>Objective 1: Make continual improvements in the stewardship of financial resources.</b>	<b>Timeline</b>
a. Strategy: Conduct financial and budgetary workshops to ensure that budget managers are equipped to manage their budgets responsibility;	2018-2019
b. Strategy: Assess the budget model to ensure that there are effective internal controls, sufficient transparency, and appropriate “checks and balances” to prevent excessive financial commitments and overspending;	2018-2019
c. Strategy: Prepare and present operating and capital budgets reflecting complete program and operating costs and sources of funding, and regularly review these to ensure that planned uses of resources do not exceed funds available;	2018-2019
d. Strategy: Provide clear and explicit reporting documents for senior leadership and trustees, including annual operating budget, investments and audits; and	2018-2023
e. Strategy: Continue to enhance the purchasing process to ensure greater savings.	2018-2023
f. Strategy: Maintain positive net tuition and fees revenues	2018-2023
<b>Objective 2: Continue to increase the number of funded grants and contracts.</b>	
a. Strategy: Establish grant writing workshops for faculty and staff	2018-2023
b. Strategy: Hire a grant writer	2018-2023
c. Strategy: Explore business possibilities	2018-2023
<b>Objective 3: Continue to increase the number of funded scholarships.</b>	
a. Strategy: Explore business possibilities	2018-2023
<b>Objective 4: Maintain positive financial ratios.</b>	
a. Strategy: Decrease <i>A/R</i> balance	2018-2023
b. Strategy: Finish the year with an operating surplus	2018-2023
<b>Objective 5: Manage College resources effectively and efficiently</b>	
a. Strategy: Establish a college student work program to reduce the cost of personnel for facilities;	2018-2023
b. Strategy: Make more efficient use of the copy center as a revenue source; and	2018-2023

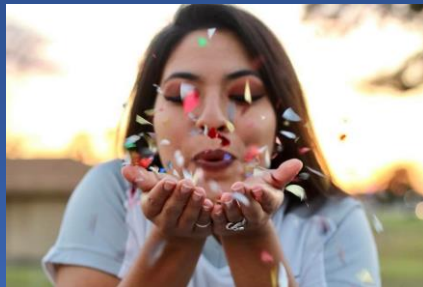
c. Strategy: Finish the year with an operating surplus.	2018-2023
<b>STRATEGIC GOAL 6: To improve the campus environment inclusive of physical facilities and auxiliary services</b>	
<b>Objective 1: Enhance and/or improve auxiliary enterprises.</b>	<b>Timeline</b>
a. Strategy: Improve student satisfaction with the food service program;	2018-2023
b. Strategy: Expand the copy center operation services to the community to generate additional revenue;	2018-2023
c. Strategy: Increase revenue through the c-store and grill.	2018-2023
d. Strategy: Increase the number of guaranteed games, concessions and parking	2018-2023
<b>Objective 2: Assure a safe and inviting campus environment.</b>	
a. Strategy: Establish a “Keep Jarvis Clean Campaign”	2018-2023
b. Strategy: Conduct emergency management training for faculty, staff and students for active shooter, etc.	2018-2023
c. Strategy: Ensure more visibility of campus security	2018-2023
d. Strategy: Implement campus beautification projects	2018-2023
e. Strategy: Increase campus lighting	2018-2023
f. Strategy: Conduct training and workshops with faculty, staff, and students on Title IX	2018-2023
<b>Objective 3: Improve/Enhance physical facilities to accommodate the growth and needs of academic programs, student and faculty housing, athletic facilities, and the community.</b>	
a. Strategy: Repair roofs of buildings that are currently experiencing leaks;	2018-2019
b. Strategy: Explore the feasibility of constructing a new student activity center;	2018-2023
c. Strategy: Explore the feasibility of improving athletic facilities;	2018-2023
d. Strategy: Expand the student union;	2018-2023
e. Strategy: Continue road repair;	2018-2019
f. Strategy: Upgrade air and heating units in aged buildings; and	2018-2023
g. Strategy: Improve the existing residence halls.	2018-2019



## STRATEGIC GOALS AND OBJECTIVES

**STRATEGIC GOAL 6:** To improve the campus environment inclusive of physical facilities and auxiliary services con't

<b>Objective 4: Update a master plan that will guide growth of the College.</b>	
a. Strategy: Enhance physical facilities and improve campus infrastructure;	2018-2023
b. Strategy: Name and signage of streets on campus (110 <sup>th</sup> Year Anniversary)	2021-2022



## STRATEGIC GOALS AND OBJECTIVES

### STRATEGIC GOAL 7: To enhance the utilization of technology and strengthen technology infrastructure to optimize learning communication, and administrative functions of the College.

<b>Objective 1: Improve the switching and wireless infrastructure.</b>	<b>Timeline</b>
a. Strategy: Upgrade the campus' switching network from a 1 GB backbone to 10 GB.	2018-2023
• Install 10 GB capable switches.	2018-2023
• Install single mode fiber.	2018-2023
b. Strategy: Install additional wireless access points to provide 100% indoor coverage.	2018-2023
c. Strategy: Replace aged and damaged Ethernet cabling.	2018-2023
<b>Objective 2: Enhance student learning by improving campus technology.</b>	
a. Strategy: Install a computer lab that is accessible by students 24/7.	2018-2019
• Identify a person(s) that can monitor and provide basic technical assistance in the lab.	2018-2019
• Locate a suitable location on campus that is central to the dorms for easy student access.	2018-2019
b. Strategy: Install large format displays in designated classroom to increase student engagement.	2018-2023
c. Strategy: Expand the availability of conferencing software for remote student engagement.	2018-2023
• Research, identify, and purchase a video conferencing software platform that is suitable for the needs of the college.	2018-2023
d. Strategy: Deploy Microsoft Office 365.	2018-2019
• Configure Microsoft Office 365 to allow student to download office 2016 for free on their personal devices and store their documents in the cloud.	2018-2023
e. Strategy: Upgrade all computers to the most current version of Windows	2018-2023
• Install Windows 10 on all computer to give students access to the latest software from Microsoft	2018-2023
f. Strategy: Install next generation anti-virus program.	2018-2023
Strategy: To expand the use of EAB to enhance student engagement	2018-2023

## STRATEGIC GOALS AND OBJECTIVES

**STRATEGIC GOAL 7: To enhance the utilization of technology and strengthen technology infrastructure to optimize learning communication, and administrative functions of the College con't.**

<b>Objective 3: Enhance faculty/staff use of technology through professional development.</b>	
a. Strategy: Develop a training schedule for faculty/staff development on current technologies.	2018-2023
· Provide training on the basic functionality of Office 2016.	2018-2023
· Provide basic and advanced training for Jenzabar by use eLearning on Demand tools.	2018-2023
b. Strategy: Continue training for faculty and staff to use Jenzabar, JICC and discipline appropriate software.	2018-2023
<b>Objective 4: Increase the use of data analytics to improve administrative decision-making.</b>	
a. Strategy: Develop a standard guideline for inputting data into Jenzabar.	2018-2023
· Work with each department to establish a standard operating procedure to follow when inputting information.	2018-2023
· Teach all persons inputting data about relational databases and the importance of accurate information.	2018-2023
b. Strategy: Deploy Microsoft Power BI to provide greater visibility into the college's data.	2018-2023
· Establish various dashboards that will provide real time information about the critical business metrics of the college.	2018-2023
c. Strategy: Hire Database Administrator to assess, configure, manage integration and maintain performance of Jenzabar.	2018-2023
d. Strategy: Unit modules trained in the use of Jenzabar.	2018-2023

## STRATEGIC GOALS AND OBJECTIVES

### STRATEGIC GOAL 8: To conduct an Annual Campaign/Global Initiative and meet annual UNCF obligation.

Objective 1: To generate \$5,000,000 in private gifts and grants.	Timeline
a. Strategy: Increase fundraising by intensifying solicitations to the Christian churches and other denominations in Texas as well as those external to the state, targeting \$1,500,000	2018-2023
b. Strategy: Increase solicitation/grant writing to foundations of major business and corporations, generating proposals per year, for a total of approximately \$1,000,000	2018-2023
c. Strategy: Make a set ask of the Board, alumni and friends of the College for a minimum of \$1,000,000 collectively	2018-2023
d. Strategy: Raise \$300,000 from Parents and College Workforce	2018-2023
e. Strategy: Raise an additional \$200,000 for scholarships	2018-2023
Objective 2: To create Centers of Excellence, in conjunction with Academic Affairs.	

a. Strategy: Generate an additional \$250,000 over the previous year for the Center of Excellence in	2018-2023
b. Strategy: Generate an additional \$250,000 over the previous year for the Center of Excellence in	2020-2021
c. Strategy: Seek Board approval to initiate the capital campaign.	2018-2023
<b>Objective 3: To raise \$ 90,000 for UNCF JOINT CAMPAIGN from the community by March 31 of each year.</b>	
a. Strategy: Engage in area fundraising effort with Texas College	2018-2023
b. Strategy: To grow the College's Endowment	2018-2023
<b>Objective 4: Increase revenue of fundraising projects by 3%.</b>	
a. Strategy: Expand copy center as a revenue producing unit;	2018-2023
b. Strategy: Implement the E-team sponsors, encouraging campus-wide participation;	2018-2023
c. Strategy:	2018-2023
d. Strategy: Enhance the Pioneer Hall of Fame	2018-2023
e. Strategy: Increase fundraising goals (\$1,000,000)	2018-2023



## STRATEGIC GOALS AND OBJECTIVES

**STRATEGIC GOAL 9: To provide a Christian environment that promotes the integration of faith, learning, and ethical behavior.**

<b>Objective 1: Strengthen relations with the Christian Church (Disciples of Christ) and other congregations.</b>	<b>Timeline</b>
a. Strategy: Enhance the relationship with the Christian Church;	2018-2023
b. Strategy: Ensure that the Chaplain/Church Relations Coordinator is engaged in the church community to build relationships;	2018-2023
c. Strategy: Continue conflict reconciliation training for faculty, staff and students;	2018-2023
d. Strategy: Promote interfaith activities, in keeping with the Christian faith.	2018-2023
e. Strategy: Recruit our students for the Explorers Program	2018-2023
f. Include students, faculty, and staff at the General Assembly of the Christian Church (Disciples of Christ)	2018-2023
<b>Objective 2: Develop relevant campus programs to engage students.</b>	
a. Strategy: Maintain programs that support the founding principles of the institutions through convocations, lectures, performances, and chapel services	2018-2023
b. Strategy: Enhance religious life programming and experiences	2018-2019
c. Strategy: Continue the interfaith dialogue to expand students' knowledge regarding diverse faiths;	2018-2019
d. Strategy: Increase the number of chapel speakers from various cultural, racial, religious and social backgrounds;	2018-2019
e. Strategy: Increase enrollment	2018-2023

## STRATEGIC GOALS AND OBJECTIVES

**STRATEGIC GOAL 10: To increase enrollment and retention of a diverse student body by providing programs and services that are conducive to the holistic development of students.**

<b>Objective 1: Increase student enrollment by 5 percent over the previous year.</b>	<b>Timeline</b>
a. Strategy: Expand recruitment target areas. Recruit in areas beyond current state to include MS, LA, TN, IL, CA, etc.;	2018-2019
b. Strategy: Involve entire campus community in recruitment process;	2018-2019
c. Strategy: Launch a student recruitment campaign – “Each One Reach One”;	2018-2019
d. Strategy: Enhance online presence and social media engagement with prospective and current students;	2018-2019
e. Strategy: Engage alumni in the recruitment efforts;	2018-2019
f. Strategy: Continue training of staff on EAB module;	2018-2019
g. Strategy: Increase the number of students recruited for Early Start Summer Programs; and	2018-2019
h. Strategy: Increase FTE enrollment by 4%.	2018-2019
<b>Objective 2: Enhance marketing of programs and services.</b>	
a. Strategy: Redesign the website to ensure accessibility and a user-friendly experience	2018-2023
b. Strategy: Increase strategic marketing of programs to the appropriate audiences	2018-2023
c. Strategy: Reevaluate advertising campaign	2018-2023
<b>Objective 3: Explore community college partnerships for increased transfer enrollment.</b>	
a. Strategy: Increase articulation agreements with community colleges	2018-2023
<b>Objective 4: Build an energetic and efficient Enrollment Management team.</b>	
a. Strategy: Cross-train persons in the offices of Admissions, Financial Aid and Registrar’s on their respective Jenzabar modules;	2018-2023
b. Strategy: Utilize data analytics to drive recruitment and enrollment	2018-2023

## STRATEGIC GOALS AND OBJECTIVES



**STRATEGIC GOAL 10: To increase enrollment and retention of a diverse student body by providing programs and services that are conducive to the holistic development of students con't**

<b>Objective 5: Increase retention by 3 percent over the previous year.</b>	
a. Strategy: Continue training of Student Success Services staff on the EAB retention software;	2018-2023
b. Strategy: Establish recognition award to encourage participation in campus programming to enhance retention	2018-2023
c. Strategy: Involve campus community in retention process; and	2018-2023
d. Strategy: Enhance retention of students by providing student mentors and intrusive advising with the use of technology and personal interventions.	2018-2023
e. Strategy: Loyalty Program Card	2018-2023