JOHN A. LOGAN COLLEGE

INSTITUTIONAL OUTCOMES REPORT

Fiscal Year 2023

JALC

www.jalc.edu

JOHN A. LOGAN COLLEGE LEADERSHIP

JOHN A. LOGAN COLLEGE
CORE INSTITUTIONAL STATEMENTS

Vision

Through innovation and equitable learning opportunities, John A. Logan College will be a College of excellence that inspires growth, cultivates learning, and promotes cultural understanding.

Mission

To enrich lives through learning and community engagement.

Core Values

STUDENT-CENTERED: We are committed to providing quality learning opportunities and assisting students at each step in their educational journey.

INTEGRITY: We are committed to creating trust and confidence in our college community that acts with honesty and forthrightness, holding ourselves to high academic and ethical standards.

RESPECT: While recognizing and valuing the dignity and uniqueness of every person, we are committed to creating a positive community where everyone is appreciated and considered for their contributions and performance.

COMMUNITY: We are committed to cultivating partnerships within the community for the mutual benefit of the College and the southern Illinois region.

OPTIMISM: We are committed to looking at things with a positive eye and an open mind, trying to see the good in things first. Everything we do is with an effort to foster a positive environment, even in the toughest challenges.

Philosophy

John A. Logan College believes in the inherent worth and dignity of the individual. Derived from that belief is the concept that education is important to the cultural, intellectual, and social enlightenment of the individual, that high-quality educational opportunities are the right of the citizens to whom the College belongs, and that education is vital to the area's economic growth. Because our citizens have worth, dignity, and potential regardless of their age, economic status, or social station, the College assumes the obligation to serve its citizens through an open-admission concept with lifelong learning opportunities.

Within the limits of the College's ability to attain and maintain a solid financial base, it is ready and eager to provide low-cost traditional and non-traditional education opportunities whenever, wherever, and however they are needed by the citizens to improve the quality of their lives.

"To enrich lives through learning and community engagement." – Mission

Student Success

1.1 Champion student success through a commitment to access, diversity, equity, and inclusion

1.2 Improve student persistence, completion, transfer, job placement, and lifelong learning

1.3 Deliver excellent academic programs that adapt and respond to student and community needs

1. 4 Provide innovative services and technologies to meet the changing needs and expectations of students

Arts, Culture, & Community Engagement

2.1 Foster an equitable and inclusive community which enhances life through arts, culture, and community engagement

2.2 Be a regional leader in community engagement through opportunities to attend cultural programming, exhibits of fine and performing arts, athletic events, and enhanced offerings for health and wellness

2.3 Deliver responsive programming to support life-long learning
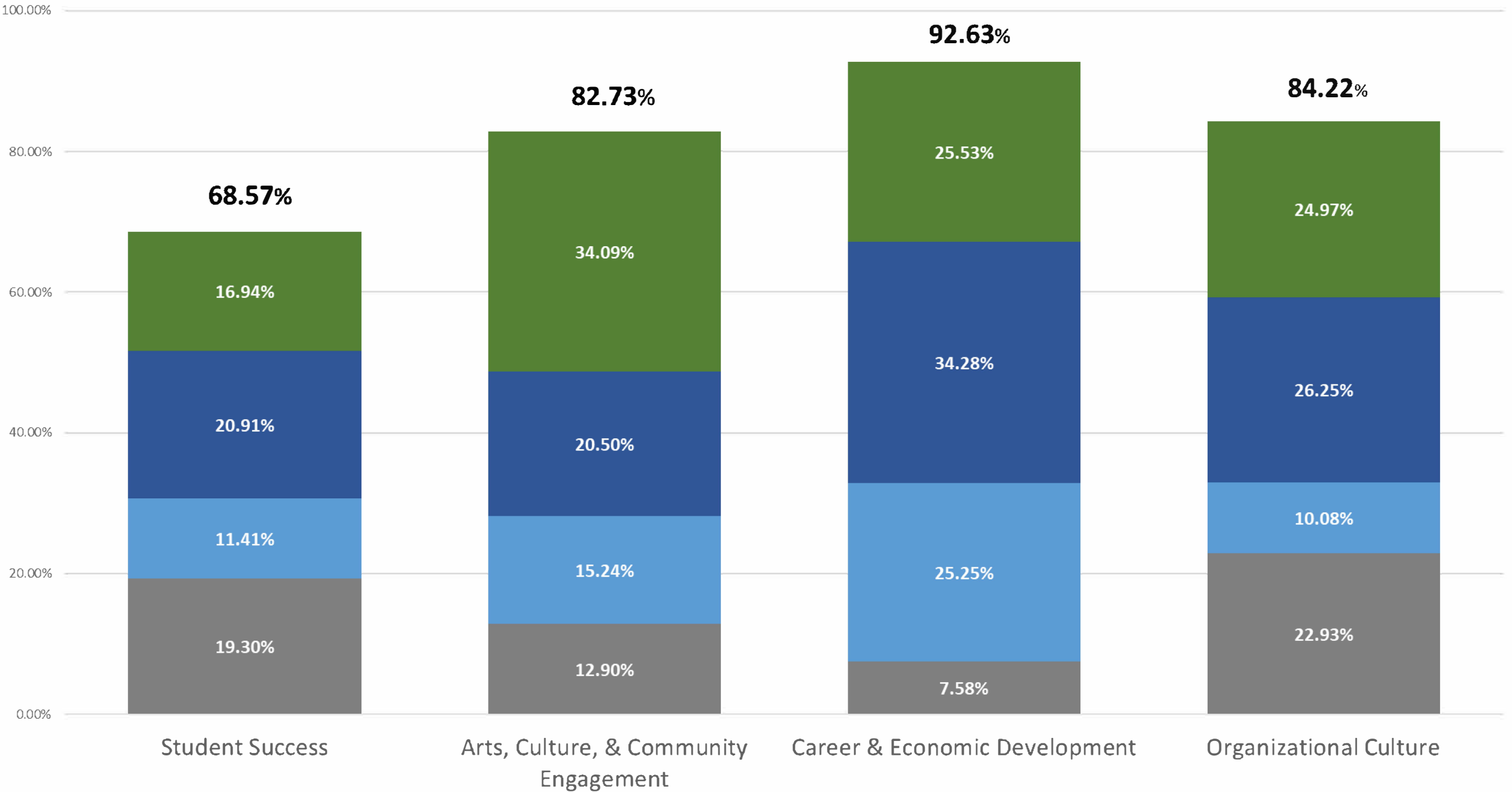
Regional Career and Economic Development

3.1 Promote equity and inclusion principles and practices into economic development activates

3.2 Provide training and education consistent with regional workforce needs

3.3 Partner with local and state entities to attract, expand, and retain businesses in southern Illinois

3.4 Collaborate with community and business partners to advance regional economic impact and workforce development

Organizational Culture

4.1 Demonstrate a culture of service excellence by incorporating our core values of student-centered, integrity, respect, community, and optimism

4.2 Promote a safe and healthy work environment that emphasizes active listening, open communication, and collaboration

4.3 Value and promote diversity and inclusion

4.4 Empower employees through continuous improvement and learning opportunities

4.5 Improve and enhance processes and technology to support employees and operations

Through innovation and equitable learning opportunities, John A. Logan College will be a College of excellence that inspires growth, cultivates learning, and promotes cultural understanding.

FY 2023 Percentage of Completion for each Pillar

	Student Success	Arts, Culture, & Community Engagement	Career & Economic Development	Organizational Culture
Total	68.57%	82.73%	92.63%	84.22%
Green	16.94%	34.09%	25.53%	24.97%
Dark Blue	20.91%	20.50%	34.28%	26.25%
Light Blue	11.41%	15.24%	25.25%	10.08%
Gray	19.30%	12.90%	7.58%	22.93%

FY 2023 INSTITUTIONAL GOALS

1. Cultivate a healthy and safe community that fosters learning and productivity.

2. Define and use data to support student success and institutional decision-making.

3. Implement practices that promote JALC core values of student-centered, integrity, respect, community, and optimism.

4. Position JALC as a strategic partner in the economic development of southern Illinois.

5. Provide internal and external communication that is consistent and accurate.

6. Support a diverse, equitable, and inclusive environment that empowers individuals to perform at the highest level.

FY 2023 Percentage of Completion for each Institutional Goal
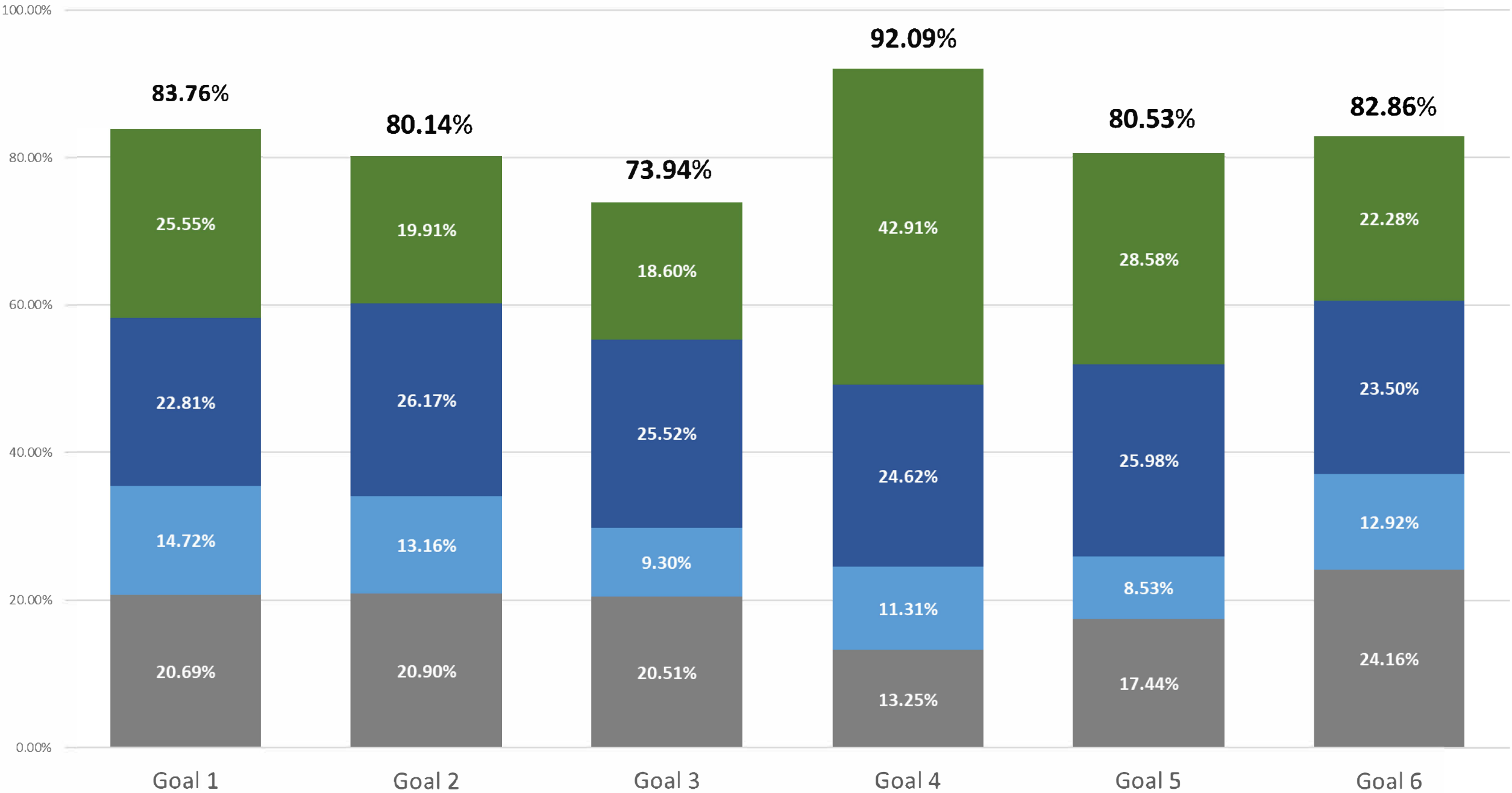
2023 ANNUAL PLAN YEAR-END REVIEW

PRESIDENT'S DIVISION

Executive Officer: Kirk Overstreet
Key Strategy #1: **Re-Imagine the Future of JALC.**
KPI: Complete the cycle of goals, strategies, and tactics and report at June 2023 BOT meeting.
SLRP Pillar Alignment: Student Success; Organizational Culture
Institutional Goal: #1-Cultivate a healthy and safe community that fosters learning and productivity. #2-Define and use data to support student success and institutional decision-making. #3-Implement practices that promote JALC core values. #5-Provide internal and external communication that is consistent and accurate. #6-Support a diverse, equitable, and inclusive environment.
Action Steps:
1. Mission, vision, values, goals, strategies, and metrics adopted and/or implemented. 2. Strategies and Action Plans. 3. Ensure that the College Follows and completes all recommendations met with concern from the HLC Assurance Report. 4. Prepare for and support the development of the ICCB Recognition Report, due in 2024. 5. Review and update all Policy/Procedure content.

Strategy Achieved	Notes
Partially Met 90%	Revamped and updated mission, vision, values, goals, and strategies, including action plans for each strategy. Continued focus on meeting all recommendations for the HLC Assurance report and preparation for ICCB recognition.

Executive Officer: Kirk Overstreet
Key Strategy #2: **Conduct monthly forums as a means of communicating details of Board meetings and other important announcements.**
KPI: Deliver forums from September through May and two over the Summer.
SLRP Pillar Alignment: Organizational Culture
Institutional Goal: #1-Cultivate a healthy and safe community that fosters learning and productivity. #2-Define and use data to support student success and institutional decision-making. #3-Implement practices that promote JALC core values.
Action Steps:
1. Set up reoccurring meetings and develop topics for each forum. 2. Provide a report of Board actions for the monthly forums. 3. Provide a report of updates to Board Policy for monthly forums.

Strategy Achieved	Notes
Fully Met 100%	Improved communication of Board actions and Board policies during scheduled monthly forums.

Executive Officer: Kirk Overstreet
Key Strategy #3: Work with Artspace 304 and Arts Midwest to bring events to campus and create a revolving local artist gallery in the B-Wing. Support and encourage student-based events that support arts and culture. Support JALC's Hunting and Fishing Days, Autumn Fest, and Athletics at JALC.
KPI: Invite two art showings through Artspace, invite two Midwest to perform at the College, announce through the media, and encourage participation by faculty, chairs, and student clubs at Hunting & Fishing Days and Autumnfest. Attend athletic events, student performances, and invite guest events at the College.
SLRP Pillar Alignment: Arts, Culture & Community Engagement; Organizational Culture
Institutional Goal: #3-Implement practices that promote JALC core values. 　　　　　　　#4-Position JALC as a strategic partner in the economic development of southern Illinois.
Action Steps:
1. Invite two (2) art showings through Artspace 304. 2. Invite two (2) Arts Midwest performances at the College. 3. Attend athletic events, student performances and invites guests.

Strategy Achieved	Notes
Fully Met 100%	Installed art pieces on campus from Aldon Addington. Invited two Arts Midwest to perform at the College. President attended various events, including musicals, athletic events, and student performances.

Executive Officer: Kirk Overstreet
Key Strategy #4: Increase collaboration/cooperation/communication and create a culture of professional development.
KPI: Increase cooperation/communication by 3%, as measured by items related to the spirit of cooperation and communication on the PACE or a like survey by June 2023. Ensure that the leadership academy continues and is supported institutionally.
SLRP Pillar Alignment: Student Success; Organizational Culture
Institutional Goal: #1-Cultivate a healthy and safe community that fosters learning and productivity. 　　　　　　　#2-Define and use data to support student success and institutional decision-making. 　　　　　　　#3-Implement practices that promote JALC core values. 　　　　　　　#6-Support a diverse, equitable, and inclusive environment.
Action Steps:
1. Student Survey (e.g., Noel-Levitz or CCSSE) 2. Employee survey (e.g., use pulse surveys in off-cycle years).

Strategy Achieved	Notes
Fully Met 100%	Both the employee and student surveys were completed during Spring 2023. Results have been received for the employee survey and presented to the Board at the May meeting. Results of the student survey will be available at the end of July 2023.

Executive Officer: Kirk Overstreet
Key Strategy #5: Support the development of a Strategic Enrollment Management Taskforce that will create strategy and goals for student enrollment, retention, and persistence.
KPI: Increase enrollment by 3% overall from Fall 2022; develop targets for persistence and retention examples below.
SLRP Pillar Alignment: Student Success
Institutional Goal: #2-Define and use data to support student success and institutional decision-making. #3-Implement practices that promote JALC core values. #6-Support a diverse, equitable, and inclusive environment.
Action Steps:

1. Reduce course success gaps: 1) between African American students and all students (total) by 0.5%; and 2) between female and male students by 0.5%.
2. Reduce Fall-Fall retention gaps: 1) Between African American students and all students (total) by ≥ 5%; and 2) Between female and male students by ≥ 0.5%.
3. Reduce graduate rate gaps: 1) Between African American students and all students (total) by 0.5%; and 2) between female and male students by 0.5%.
4. Reduce Fall-Spring retention gaps: 1) between African American students and all students (total) by ≥ 1%; and 2) between female and male students by ≥ 1%.
5. Increase credit hours in Summer and Fall 2023 by ≥ 3% (over Summer and Fall 2022).
6. Increase headcount in 2023-2024 Continuing Education enrollment by ≥ 2% over 2022-2023. Change the title of Continuing Education.

Strategy Achieved	Notes
Partially Met 71%	The strategic enrollment management (SEM) plan has been created with goals focused on student enrollment, retention, and persistence. All gaps that this strategy focused on are now infused into the SEM plan.

Executive Officer: Kirk Overstreet
Key Strategy #6: Position the College as a leader in the economic development of southern Illinois.
KPI: Attend various regional associations, such as REDCO, SI Now, area chambers, and private businesses, to develop strategies for the College's involvement.
SLRP Pillar Alignment: Student Success; Arts, Culture & Community Engagement; Career & Economic Development.
Institutional Goal: #2-Define and use data to support student success and institutional decision-making. #4-Position JALC as a strategic partner in the economic development of southern Illinois.
Action Steps: Utilize the before-mentioned action steps to fulfill this strategy.

Strategy Achieved	Notes
Fully Met 100%	Positioned the College as a leader in the economic development of southern Illinois by attending various regional associations during FY23.

Executive Officer: Kirk Overstreet	
Key Strategy #7: **Increase mutually beneficial partnerships with high schools, employers, and community organizations.**	
KPI: Support and reengage partnerships and build new relationships by visiting each of the area high school principals.	
SLRP Pillar Alignment: Student Success; Career & Economic Development	
Institutional Goal: #2-Define and use data to support student success and institutional decision-making. #3-Implement practices that promote JALC core values. #4-Position JALC as a strategic partner in the economic development of southern Illinois.	
Action Steps: Utilize the before-mentioned action steps to fulfill this strategy.	
Strategy Achieved	**Notes**
Fully Met 100%	Increased partnerships with high schools, employers, and community organizations through building relationships during visits with each of the area high school principals.

Cabinet Officer: Johnna Herren	
Key Strategy #8: **Implement a new HRIS System that will allow a more streamlined application and interview process.**	
KPI: Start with applicant tracking implementation.	
SLRP Pillar Alignment: Organizational Culture	
Institutional Goal: #3-Implement practices that promote JALC core values. #5-Provide internal and external communication that is consistent and accurate. #6-Support a diverse, equitable, and inclusive environment.	
Action Steps:	
1. Work with Paycor to set an anticipated implementation timeline. 2. Begin data extraction for active employees from APECS to Paycor. 3. Create a guide/tutorial for HR staff on using ATS. 4. Create a guide/tutorial for hiring committees on using ATS information for interviews and the onboarding process.	
Strategy Achieved	**Notes**
Partially Met 56%	IT and Payroll cleaned up APECS data for active/inactive employees. All data extraction of full-time employees was sent to Paycor. However, the timeline of implementing the Paycor system has been delayed, which has also delayed the completion of action steps 3 & 4 for this strategy.

Cabinet Officer: Johnna Herren
Key Strategy #9: **Recruit employees and students to participate in a volunteer project in the community.**
KPI: A goal of 10-15 employees and students to participate.
SLRP Pillar Alignment: Arts, Culture, & Community Engagement; Organizational Culture
Institutional Goal: #1-Cultivate a healthy and safe community that fosters learning and productivity.   #3-Implement practices that promote JALC core values.
Action Steps: 1. In collaboration with Institutional Research, survey all students, faculty, and staff to determine which volunteer projects/organizations are important to them. 2. Collaborate with Student Life to assist with students/student ambassadors' involvement. 3. Create a volunteer project for each semester.

Strategy Achieved	Notes
Partially Met 83%	Collaboration with Student Life took place to assist students/student ambassadors' involvement. A volunteer project was created to promote community engagement and took place on May 18 in Marion. Additional work on determining future volunteer projects is ongoing.

Cabinet Officer: Johnna Herren
Key Strategy #10: **The Office of Human Resources will post all JALC position descriptions to be easily accessible on the website.**
KPI: Start with professional staff and then progress to union positions.
SLRP Pillar Alignment: Organizational Culture

Institutional Goal: #3-Implement practices that promote JALC core values.
            #5-Provide internal and external communication that is consistent and accurate.
            #6-Support a diverse, equitable, and inclusive environment.

Action Steps: 1. Create a template that will ensure consistency of all position description forms that include digital signatures. 2. Collaborate with IT staff regarding the best option to submit a mass update of all position description forms.

Strategy Achieved	Notes
Partially Met 38%	Both tasks contained in this strategy are still ongoing. Progress has been made in creating a template for all position descriptions. However, further work is required before this strategy can be fully completed.

Cabinet Officer: Jordan Mays	
Key Strategy #11: **Fully develop the Institutional Effectiveness and Research Office.**	

KPI: Establish a mechanism for tracking ad hoc requests. Increase the number of reporting surveys (HLC, ICCB, IPEDS, etc.) completed on time by 20%. Priority completion of all decision support, strategic planning, and program review requests. Update/develop IRB process for JALC. Create a baseline customer service experience score for the Office of IER.

SLRP Pillar Alignment: Organizational Culture

Institutional Goal: #2-Define and use data to support student success and institutional decision-making.
#3-Implement practices that promote JALC core values.
#5-Provide internal and external communication that is consistent and accurate.

Action Steps:
1. Increase on-time completion of State and Federal Reports.
2. Improve and create mechanisms for measuring the level of activity in the Institutional Effectiveness & Research Department.
3. Create a measurement for customer service experience for the Office of IER.
4. Increase the IER Assessment and IRB Leadership Role.

Strategy Achieved	Notes
Partially Met 69%	Federal and State on-time reporting improved from 67% in FY22 to 92.5% in FY23. IER office increased Assessment implementation through Faculty Data Reports and purchasing Learning Outcomes Software for FY24 implementation. However, a ticketing solution and customer service measurement was not fully completed during this fiscal year.

Cabinet Officer: Jordan Mays
Key Strategy #12: **Increase Institutional Data Integrity and Transparency.**
KPI: Create and Lead Data Integrity SMEs (subject matter experts) to reduce data errors within the data management system. Distribute data to the JALC website, Intranet, and email for greater transparency to all levels of the institution. Provide data facts in each of the monthly newsletters. Provide two (2) education/training opportunities for employees interested in learning more about interpreting posted data on Visualizations/Dashboards/Fact Books.
SLRP Pillar Alignment: Student Success; Organizational Culture
Institutional Goal: #2-Define and use data to support student success and institutional decision-making.   #3-Implement practices that promote JALC core values.   #5-Provide internal and external communication that is consistent and accurate.
Action Steps:
1. Provide a session during Faculty/Staff Engagement Day to review data on the webpage, SharePoint, & Teams Site.   2. Provide Faculty specific training on course data reporting.   3. Improve data integrity by identifying missing data elements and errors in the database.

Strategy Achieved	Notes
Partially Met 83%	Data integrity and transparency have improved at JALC over the past year, including data accessibility on the website, registration tracking reports, and faculty course data reports. Additional tasks are still required to fully identify and correct missing/incorrect data in the database.

Cabinet Officer: Jordan Mays
Key Strategy #13: **Increase Qualitative Data Collection from employees and the student body.**
KPI: Create and implement Data Walks at two or more student-centered functions throughout the academic year. Increase Survey Participation by 20% by utilizing new survey software provided by Anthology. Present findings from Data Walks and Key Surveys to Shared Governance and President's Cabinet.
SLRP Pillar Alignment: Student Success; Arts, Culture & Community Engagement; Organizational Culture
Institutional Goal: #2-Define and use data to support student success and institutional decision-making.   #3-Implement practices that promote JALC core values.   #5-Provide internal and external communication that is consistent and accurate.   #6-Support a diverse, equitable, and inclusive environment.
Action Steps:
1. Implement data walks into two student-centered activities.   2. Migrate survey software from SurveyMonkey to Anthology.   3. Increase student and staff participation in surveys.

Strategy Achieved	Notes
Partially Met 67%	JALC upgraded its survey capabilities by moving to a team version of Survey Monkey for all in-house surveys. Participation in surveys increased greatly this year during the CESS and CCSSE surveys. Qualitative data walks were not scheduled this year as originally planned due to survey fatigue of students.

Cabinet Officer: Jordan Mays
Key Strategy #14: Stay abreast of strategic developments in the area of Institutional Effectiveness & Research.
KPI: Maintain an Active Membership to AIR & IAIR. Attend at least two virtual meetings provided by ICCB, IAIR, and other professional development organizations. Attend two additional training/workshop opportunities throughout the year. Attend one (1) in-person conference such as JAM, AIR, or equivalent.
SLRP Pillar Alignment: Organizational Culture
Institutional Goal: #2-Define and use data to support student success and institutional decision-making. #3-Implement practices that promote JALC core values.
Action Steps:
1. Maintain a high level of ICCB knowledge and reporting requirements. 2. Expand higher education professional development in the field of Institutional Effectiveness & Research. 3. Maintain active memberships for I-AIR and AIR to access online resources and virtual training sessions provided throughout the year.

Strategy Achieved	Notes
Fully Met 100%	The Office of Institutional Effectiveness and Research maintained a high level of ICCB reporting knowledge, enhanced the professional development of staff, and maintained active memberships for Illinois AIR and the national AIR organizations.

Cabinet Officer: Steve O'Keefe
Key Strategy #15: Increase diversity on the JALC website.
KPI: More diversity featured on website images.
SLRP Pillar Alignment: Organizational Culture
Institutional Goal: #2-Define and use data to support student success and institutional decision-making. #3-Implement practices that promote JALC core values. #5-Provide internal and external communication that is consistent and accurate. #6-Support a diverse, equitable, and inclusive environment.
Action Steps:
1. Evaluate the website to identify areas that need more diverse imagery. 2. Coordinate student interns to take pictures that include a diverse student population. 3. Coordinate with Student Life to coordinate staged photo shoots.

Strategy Achieved	Notes
Fully Met 100%	A website task force was formed to identify areas of need. Student interns took pictures of the campus, including a diverse grouping of student populations. Coordination with student life to stage photo shoots for marketing purposes.

Cabinet Officer: Steve O'Keefe
Key Strategy #16: Upgrade the JALC website to include: updated department pages with video, curriculum, contact, and career information.
KPI: Develop a Parent Portal on MYJALC that will allow parents access to schedules, bills, unofficial transcripts, and other information valuable to student success and retention.
SLRP Pillar Alignment: Organizational Culture
Institutional Goal: #6-Support a diverse, equitable, and inclusive environment.
Action Steps:
1. Review all department websites. 2. Meet with Department Chairs to update curriculum, staff information, and program descriptions. 3. Coordinate video and photo updates.

Strategy Achieved	Notes
Partially Met 75%	Pages for departments have been reviewed, including with department chairs, to update curriculum, staff information, and program descriptions. Additional coordination has taken place for video and photo updates to the website. A complete overhaul of the website is still an ongoing project.

Cabinet Officer: Steve O'Keefe
Key Strategy #17: Create a Parent Portal on MYJALC to allow parents access to schedules, bills, unofficial transcripts, and other information valuable to student success and retention.
KPI: Upgrades made by the start of spring registration and high school orientations.
SLRP Pillar Alignment: Organizational Culture
Institutional Goal: #1-Cultivate a healthy and safe community that fosters learning and productivity. #2-Define and use data to support student success and institutional decision-making. #3-Implement practices that promote JALC core values. #4-Position JALC as a strategic partner in the economic development of southern Illinois. #5-Provide internal and external communication that is consistent and accurate. #6-Support a diverse, equitable, and inclusive environment.
Action Steps:
1. Review all department websites. 2. Meet with Department Chairs to update curriculum, staff information, and program descriptions. 3. Coordinate video and photo updates.

Strategy Achieved	Notes
Partially Met 92%	Creation of a Parent Portal has made progress this year. The portal was confirmed to be compatible with Jenzabar and costs were identified. The final steps to implement the portal are currently being delayed until J1 work is completed.

Cabinet Officer: Steve O'Keefe
Key Strategy #18: **Establish a Branding and Image Taskforce to review the College logo and brand.**
KPI: B & I Taskforce will evaluate the current college branding.
SLRP Pillar Alignment: Organizational Culture
Institutional Goal: #2-Define and use data to support student success and institutional decision-making. #6-Support a diverse, equitable, and inclusive environment.
Action Steps:
1. Select Taskforce members for approval by the President. 2. Disseminate student and staff surveys focusing on the current logo. 3. Have an outside agency evaluate the logo and, if desired, new logo suggestions to be submitted for approval.

Strategy Achieved	Notes
Fully Met 100%	The Branding and Imaging Taskforce was established and met monthly. Student and staff surveys collected over 600 responses pertaining to branding feedback. James Arthur Agency consulted on branding and met with the Taskforce in June.

Cabinet Officer: Steve O'Keefe
Key Strategy #19: **Develop a website devoted to marketing and branding guidelines by April 2023.**
KPI: A website devoted to marketing and branding guidelines will be completed by April 2023.
SLRP Pillar Alignment: Organizational Culture
Institutional Goal: #2-Define and use data to support student success and institutional decision-making. #3-Implement practices that promote JALC core values. #5-Provide internal and external communication that is consistent and accurate. #6-Support a diverse, equitable, and inclusive environment.
Action Steps:
1. Research best practices in college marketing and department pages. 2. Update College-wide marketing plan. 3. Launch website.

Strategy Achieved	Notes
Partially Met 83%	Best practices in college marketing were researched, including attending the NCMPR District 3 conference. Updating the college-wide marketing plan and launching the website will still be ongoing in FY24.

Cabinet Officer: Jeremy Sargent	
Key Strategy #20: Develop strategies to support Institutional Goals 1, 3, & 5.	
KPI: Develop 3-4 additional approved strategies during Q1 of FY23.	
SLRP Pillar Alignment: Student Success	
Institutional Goal: #1-Cultivate a healthy and safe community that fosters learning and productivity. #3-Implement practices that promote JALC core values. #6-Support a diverse, equitable, and inclusive environment.	
Action Steps:	
1. Work through the Cabinet Member form to develop goals.	
Strategy Achieved	**Notes**
Fully Met 100%	Identified critical areas needing attention across the campus during the first quarter of the strategic plan.

Cabinet Officer: Jeremy Sargent	
Key Strategy #21: Develop a departmental webpage for internal use.	
KPI: This page would provide departmental info as well as housing the Project Initiation Form and new Work Order form.	
SLRP Pillar Alignment: Organizational Culture	
Institutional Goal: #1-Cultivate a healthy and safe community that fosters learning and productivity. #3-Implement practices that promote JALC core values. #6-Support a diverse, equitable, and inclusive environment.	
Action Steps:	
1. Develop webpage content. 2. Refine the webpage, PIF, and WO, per user feedback. 3. Roll out the final webpage, PIF, and WO system.	
Strategy Achieved	**Notes**
Fully Met 100%	Developed webpage content, including framework and form integration. Refined webpage, PIF, WO, and KR systems to be fully functional. Rolled out the final webpage, PIF, and WO system.

Cabinet Officer: Jeremy Sargent

Key Strategy #22: Improve the overall appearance of the campus.

KPI: Develop KPI's to tackle new work and improve on existing work in Maintenance, Grounds, and Custodial Departments.

SLRP Pillar Alignment: Organizational Culture

Institutional Goal: #1-Cultivate a healthy and safe community that fosters learning and productivity.
#3-Implement practices that promote JALC core values.
#6-Support a diverse, equitable, and inclusive environment.

Action Steps:

1. Complete 90 percent of life-safety-related work orders within two working days of submittal.
2. Complete one of the following two utility drawings per quarter: electrical, water, sewer, storm, gas, & fiber. A total of six utility drawings were completed by the end of FY 2023.
3. Paint 1,600 square feet per month.
4. Replace current soap dispensers with touchless soap dispensers.
5. Mulch, hedge, edge, and trim the campus fresh for the start of the school year. This area includes about 120 acres.
6. Cut down dead trees around campus to make a safer and nicer atmosphere for students and staff (approximately 64 trees).
7. Mulch, hedge, edge, and trim campus for Commence Ceremonies (approximately 120 acres).
8. Mow and maintain campus weekly (weather permitting)
9. Clean 2,000 square feet of carpet per quarter.
10. Clean 7,000 square feet of windows per quarter.
11. Display faculty/staff artwork in B-Wing Atrium.
12. Advocate for displaying art throughout campus by identifying other areas where artwork could be displayed (large, blank walls; display cases; large open spaces.) Include the art display track in the FY24 budget.

Strategy Achieved	Notes
Partially Met 96%	Many action steps were completed during this fiscal year. A few highlights include more than 1,600 square feet painted per month, cutting 87 trees that were dying or dead, cleaning more than 2,000 square feet of carpet per quarter, and cleaning more than 7,000 square feet of windows each quarter.

Cabinet Officer: Jeremy Sargent	
Key Strategy #23: **Develop more transparent methods of tracking construction projects.**	
KPI: Develop a BETA version of this method for all stakeholders of a construction project from beginning to end.	
SLRP Pillar Alignment: Organizational Culture	
Institutional Goal: #1-Cultivate a healthy and safe community that fosters learning and productivity. #3-Implement practices that promote JALC core values. #6-Support a diverse, equitable, and inclusive environment.	
Action Steps:	
1. Develop an accessible construction project dashboard via Smartsheet. 2. Pilot test construction project dashboard, and ultimately "publish" dashboard, so it is accessible to stakeholders.	
Strategy Achieved	**Notes**
Fully Met 100%	Developed an accessible construction project dashboard. Tested dashboard for full implementation during FY24.

Cabinet Officer: Jeremy Sargent	
Key Strategy #24: **Pursue ongoing professional development.**	
KPI: Attend professional development conferences.	
SLRP Pillar Alignment: Organizational Culture	
Institutional Goal: #3-Implement practices that promote JALC core values. #6-Support a diverse, equitable, and inclusive environment.	
Action Steps:	
1. Locate and attend two professional development conferences in person or online for J. Sargent, J. Mueller, and D. Middleton.	
Strategy Achieved	**Notes**
Fully Met 100%	Through a combination of in-person and online webinars, all three employees listed attended at least two professional development conferences.

Cabinet Officer: Staci Shafer
Key Strategy #25: **Increase completed online scholarship applications by 5 percent.**
KPI: Increase total completed applications by 5% over the prior year based on Award Spring Scholarship Management Dashboard.
SLRP Pillar Alignment: Student Success
Institutional Goal: #2-Define and use data to support student success and institutional decision-making.   #6-Support a diverse, equitable, and inclusive environment.
Action Steps:
1. Increase outreach to students with "Subs & Scholarships" Event. 2. Follow-up with students with incomplete applications. 3. Conduct info sessions for parents in the evenings at the local high schools.

Strategy Achieved	Notes
Fully Met 100%	All action steps completed: increased outreach to students, conducted informational sessions for parents, and followed up with students that had incomplete applications.

Cabinet Officer: Staci Shafer
Key Strategy #26: **Grow support for the Foundation through the Alumni Association Development**
KPI: Establish an Alumni Association and register 50 new members.
SLRP Pillar Alignment: Arts, Culture, and Community Engagement
Institutional Goal: #3-Implement practices that promote JALC core values.   #5-Provide internal and external communication that is consistent and accurate.
Action Steps:
1. Establish an Alumni Advisory Council. 2. Build a membership benefits package. 3. Design logo/branding and marketing materials for JALC Alumni Association.

Strategy Achieved	Notes
Partially Met 92%	Build membership benefits package. Designed new logo/branding for JALC Alumni Association. The new logo is on the website and on marketing materials. Still working to fully assemble the Alumni Advisory Council. This task will continue into FY24.

Cabinet Officer: Staci Shafer
Key Strategy #27: **Increase overall Foundation contributions by 10 percent.**
KPI: 10% increase in Foundation contributions according to Business Office calculations.
SLRP Pillar Alignment: Student Success; Arts, Culture, & Community Engagement; Career & Economic Development
Institutional Goal: #1-Cultivate a healthy and safe community that fosters learning and productivity. #4-Position JALC as a strategic partner in the economic development of southern Illinois. #6-Support a diverse, equitable, and inclusive environment.
Action Steps:
1. Implement a new donor management system. 2. Increase emails to donors to one per month. 3. Create an endowment report to present to donors to review their scholarships.

Strategy Achieved	**Notes**
Partially Met 92%	Increased emails to donors, messages sent out once per month. Created an endowment report to present to donors in the final stages of implementing a new donor management system.

Cabinet Officer: Greg Starrick
Key Strategy #28: **Implement student-athlete orientation prior to the start of the fall semester.**
KPI: Start/complete student-athlete orientation discussing expectations in athletics, supportive services, mental health awareness, and social media awareness with all student athletes.
SLRP Pillar Alignment: Student Success; Arts, Culture, & Community Engagement
Institutional Goal: #1-Cultivate a healthy and safe community that fosters learning and productivity. #3-Implement practices that promote JALC core values. #6-Support a diverse, equitable, and inclusive environment.
Action Steps:
1. Bring in a speaker to address the proper use of social media. 2. Bring in representatives from Student Services to discuss JALC services available to student athletes. 3. Media Interview Guidelines – prepare packets for student athletes to help with interview and communication skills. 4. Bring in a sports psychologist to speak to teams.

Strategy Achieved	**Notes**
Partially Met 56%	A speaker will be coming in Fall 2023 to meet with athletes about the proper use of social media. Student services will meet with student athletes in Fall 2023 to discuss JALC services. Media Interview Guidelines are continuing to be developed to help students improve their interview and communication skills. Softball and Baseball brought in a sports psychologist to speak to their teams.

Cabinet Officer: Greg Starrick
Key Strategy #29: **Enhance community engagement and involvement of charities.**
KPI: Enrich the lives of student athletes by incorporating community engagement and involvement of charities.
SLRP Pillar Alignment: Student Success; Arts, Culture, & Community Engagement; Organizational Culture
Institutional Goal: #3-Implement practices that promote JALC core values. #6-Support a diverse, equitable, and inclusive environment.
Action Steps: 1. Provide opportunities for each athletic program to engage in community service. 2. Create new athletic fundraisers. 3. Create sports camps for grade school and high school students.

Strategy Achieved	Notes
Partially Met 58%	Various activities took place to enhance community engagement. These include sports camps, Halloween trick or treat, Back-to-School events, Decorating Harrison Bruce Village, and College athletes coaching local clubs. A new athletic fundraiser is scheduled for August 12, 2023. Summer Camps are scheduled for Summer 2023.

Cabinet Officer: Greg Starrick
Key Strategy #30: **Increase the GPA of all student athletes.**
KPI: Implement the use of studying tools to help student athletes achieve success.
SLRP Pillar Alignment: Student Success
Institutional Goal: #1-Cultivate a healthy and safe community that fosters learning and productivity.
Action Steps: 1. Partner with Student Services to provide tutors for student athletes when needed. 2. Increase communication with instructors to monitor student athletes academic progress. 3. Designate specific areas for mandatory study tables.

Strategy Achieved	Notes
Partially Met 67%	Increased tutoring for student athletes in Math classes. Study table areas in room F-111. Increased communication efforts with Faculty. Instructors are emailed every two weeks to check on the academic status of all athletes. Volleyball increased the team's GPA to 3.9. Work still continues on utilizing various spaces around athletics for study tables.

Cabinet Officer: Greg Starrick	
Key Strategy #31: Maintain Logan Athletics facilities and upgrade Logan Fitness and Brewer Gymnasium.	
KPI: Complete projects needed for Brewer Gymnasium that will enhance the use of the gymnasium for both athletics and College use.	
SLRP Pillar Alignment: Arts, Culture, & Community Engagement	
Institutional Goal: #4-Position JALC as a strategic partner in the economic development of southern Illinois. #6-Support a diverse, equitable, and inclusive environment.	
Action Steps:	
1. Update scoreboards/video boards in Brewer Gymnasium. 2. Purchase turf groomer equipment to clean, maintain and extend the life of turf on baseball/softball fields. 3. Implement a new design for the playing surface in Brewer Gymnasium. 4. Relocate donor banners on the outfield fence of the softball field.	
Strategy Achieved	**Notes**
Partially Met 75%	Many upgrades to the Logan facilities. Purchased turf groomer to maintain and extend the life of turf on softball/baseball fields. New design for Brewer Gymnasium. Donor banners were relocated to the outfield softball field fence. The only action item not completed was updating the scoreboards in Brewer Gymnasium.

Cabinet Officer: Greg Starrick	
Key Strategy #32: Increase facility usage and customer satisfaction.	
KPI: Completion of projects.	
SLRP Pillar Alignment: Organizational Culture.	
Institutional Goal: #1-Cultivate a healthy and safe community that fosters learning and productivity. #6-Support a diverse, equitable, and inclusive environment.	
Action Steps:	
1. Implement new Innosoft Fusion Software package. 2. Provide 24/7 access to Logan Fitness Center. 3. Increase facility sales for FY23 vs. FY22.	
Strategy Achieved	**Notes**
Partially Met 67%	Implemented new Innosoft Fusion software that has greatly improved efficiency and customer service at the fitness center. Increased sales year over year. Highest ever fiscal year sales, exceeding FY2019. No progress on providing 24/7 access to the fitness center.

Cabinet Officer: Allan Willmore
Key Strategy #33: Increase community policing efforts of the JALC Police Department through community engagement events and activities.
KPI: Coffee with a Cop; In-Person Active Shooter Trainings; Rock Game; Interacting with Law Enforcement
SLRP Pillar Alignment: Organizational Culture
Institutional Goal: #1-Cultivate a healthy and safe community that fosters learning and productivity.
Action Steps:
1. Conduct In-Person Active Shooter Training classes and Conduct Active Shooter drills. 2. Implement Rock Game. 3. Schedule Coffee with a Cop event. 4. Participate in Interacting with Law Enforcement events. 5. Coordinate Halloween Walk with Head Start Program.

Strategy Achieved	Notes
Fully Met 100%	Increased community policing efforts by completing 20 in-person active shooter classes. Implemented a painted rock game that ran from August to December. Held Coffee with a Cop event that had 45 students attend.

Cabinet Officer: Allan Willmore
Key Strategy #34: Develop Departmental Emergency Operational Plans
KPI: Completion of plans for each JALC Department.
SLRP Pillar Alignment: Organizational Culture
Institutional Goal: #1-Cultivate a healthy and safe community that fosters learning and productivity.
Action Steps:
1. Develop a template for the documentation of departmental plans. 2. Distribute templates and assist departments with completion. 3. Collect templates and attach them to College Emergency Operation Plan.

Strategy Achieved	Notes
Partially Met 92%	Developed template for documentation of departmental emergency plans. Distributed templates to departments and received all Emergency plans from departments. Still reviewing plans to incorporate into College Emergency Plan.

Cabinet Officer: Allan Willmore
Key Strategy #35: Identify deficient areas and increase the public address system to include outside areas.
KPI: Completion of project.
SLRP Pillar Alignment: Organizational Culture
Institutional Goal: #1-Cultivate a healthy and safe community that fosters learning and productivity.
Action Steps: 1. Test the current system and identify areas that need additional coverage 2. Determine cost, assign the project, and begin the installation. 3. Complete the project and verify project parameters are met.

Strategy Achieved	Notes
Partially Met 92%	Tested current public address system and identified areas needing additional coverage. Expanded PA system to cover areas not previously covered. Replaced broken speakers and faulty wiring. Outside speaker horns were purchased and tested for installation but have not been installed before the end of FY23.

Cabinet Officer: Allan Willmore
Key Strategy #36: Increase security camera coverage of College property and replace/repair cameras experiencing issues.
KPI: Completion of project.
SLRP Pillar Alignment: Organizational Culture
Institutional Goal: #1-Cultivate a healthy and safe community that fosters learning and productivity.
Action Steps: 1. Identification of malfunctioning cameras and areas needing coverage. 2. Determine cost and bid project. 3. Assign the project and begin the installation. 4. Complete the project and verify project parameters are met.

Strategy Achieved	Notes
Fully Met 100%	Increased security camera coverage by fixing 13 malfunctioning cameras in areas identified as needing attention. Verified that all parameters are met with the new system.

Cabinet Officer: Allan Willmore	
Key Strategy #37: **Improve the Professional Development of JALC Police Department personnel.**	
KPI: Attendance of training; new roles/responsibilities; continued education.	
SLRP Pillar Alignment: Organizational Culture	
Institutional Goal: #1-Cultivate a healthy and safe community that fosters learning and productivity.	
Action Steps: 1. Assignment of personnel to tasks and discussed goals. 2. Begin sending personnel to training. 3. Begin assigning personnel new roles/duties. 4. Continue ongoing review of training/educational opportunities.	

Strategy Achieved	Notes
Fully Met 100%	Four officers were enrolled in additional training. Assigned officers tasks based on discussed goals. On-going training/educational opportunities were reviewed with officers for future growth.

BUSINESS SERVICES DIVISION

Executive Officer: Stacy Buckingham

Key Strategy #38:   **Develop a comprehensive Business Services communication plan for divisional dissemination.**

KPI: Complete a Business Services Division Communication Plan to the President for review and feedback.

SLRP Pillar Alignment: Organizational Culture

Institutional Goal: #5-Provide internal and external communication that is consistent and accurate.

Action Steps:

1. Establish a monthly schedule for Business Services divisional update meetings.
2. Create a VP of Business Services master calendar that can be shared.
3. Develop departmental VP playbook for succession planning.
4. Develop a Business Office calendar, including A/P, grants, and other office dates.
5. Develop a plan for continual updates to the Business Office calendar to ensure accuracy, timeliness, and relevant assignments.
6. Develop a Bursar Calendar with due dates, refunds, FA disbursements, reports, and completions.
7. Develop a Payroll Office task calendar with pay dates, tax deposits, reporting, etc.
8. Develop a Conferences & Events Scheduling Office task calendar.
9. Develop MS Teams site for shared resources, group communications, and shared task calendars via planner for the Business Services Strategic Plan Group.
10. Develop an Outlook Calendar for Purchasing, Campus Support Services, and receiving that can be shared with others.
11. Establish regular direct report meetings with Purchasing, Campus Support Services, and Receiving staff to allow reporting for divisional updates.
12. Update the Purchasing Handbooks, Campus Support Services Employee Handbook, and a Shipping/Receiving Department Handbook.

Strategy Achieved	Notes
Partially Met 94%	Most of the action steps were completed, including divisional update meetings; Business services master calendar; VP Playbook; Business office calendar; Bursar calendar; Payroll calendar; bi-weekly meetings; and MS team development. Updating the purchasing handbook and creating a conference & events calendar are still ongoing.

Executive Officer: Stacy Buckingham
Key Strategy #39: Increase campus-wide communication to all employees related to such matters as financial operations, fringe benefits, purchasing, technology, events, and support services.
KPI: Work with direct reports to identify communication topics and methods.
SLRP Pillar Alignment: Organizational Culture
Institutional Goal: #5-Provide internal and external communication that is consistent and accurate.
Action Steps:
1. Increase email communication to College employees on fringe benefits such as insurance, 403 b's, SURS, etc. 2. Provide an e-delivery option for W-2s to employees to speed delivery. 3. Provide a flow chart for the purchasing and A/P process, including timing, phasing, and contact information. Post on the Intranet with links to applicable policies or procedures. 4. Provide communication of important Bursar related dates. 5. Provide communication of important Business Office dates and year-end processes. 6. Provide communication on large events sponsored by the College. 7. Participate in providing information for each Logan Connection newsletter.

Strategy Achieved	Notes
Partially Met 61%	Provided an e-delivery option for W-2s—year-end communication sent out on 5/23/23. Ongoing action steps include increasing email communication, a flow chart for purchasing, communication of Bursar dates using J1 communication, Logan connection newsletter, and communication of large events.

Executive Officer: Stacy Buckingham
Key Strategy #40: Implement new practices to enhance student experiences with Business Services staff to support the core values of respect, student-centered, and optimism.
KPI: Identify and document points of contact between students and Business Services staff members.
SLRP Pillar Alignment: Student Success
Institutional Goal: #3-Implement practices that promote JALC core values.
Action Steps:
1. Seek student input on Bursar operations. 2. Improve the frequency of financial aid disbursement. 3. Bursar – Annual customer service training for student interactions. 4. Provide a mechanism for students to pay past balances over time. 5. Perform a request for proposals on bookstore operations to optimize student experience, including quality materials and cost components.

Strategy Achieved	Notes
Partially Met 60%	Improved financial aid disbursements, established payment plans for past due balances, completed the RFP process and selected a new vendor for the bookstore. Ongoing work continues concerning Bursar operations feedback and Bursar customer service training.

Executive Officer: Stacy Buckingham
Key Strategy #41: Improve the consistency and documentation of professional development activities for Business Service staff members.
KPI: Develop a master list that includes professional development conferences, online training, member associations, leadership academies, in-service sessions, and compliance training, along with the associated staff members and completion dates.
SLRP Pillar Alignment: Organizational Culture
Institutional Goal: #1-Cultivate a healthy and safe community that fosters learning and productivity.
Action Steps:

1. Purchasing Office – membership in a professional organization and attend purchasing and auxiliary services conferences and training.
2. Conferences and Events Office – Identify professional development opportunities online and in person.
3. Business & Bursar Offices – professional staff will attend in-person training, online webinars, or other professional development opportunities.
4. Controller and Associate Controller attend/participate in GASB 96 training and develop procedures for implementation at JALC, including audit of existing contracts, continual compliance, and year-end reporting.
5. Payroll Office – attend American Payroll Association training and conferences.
6. Develop shared task buckets and calendars via Planner to track training and other task completions within Purchasing, Campus Support Services, and Receiving Departments.
7. Supervisory or communication training for Business Services supervisory staff.

Strategy Achieved	**Notes**
Partially Met 50%	Associate Director of Purchasing has joined two professional organizations and attended the Great Lakes regional meeting. Business & Bursars offices attended the Jenzabar conference and Aurora training webinars. The payroll office attended a webinar and pension system training. Ongoing items include professional development in the areas of conferences & events office, Controller & Associate Controller, and Supervisory training.

Executive Officer: Scott Elliott	
Key Strategy #42: Develop a campus-wide schedule for employee training covering technology usage with KPIs for assessing learning.	
KPI: Schedule developed and used as a framework for department member strategies.	
SLRP Pillar Alignment: Organizational Culture	
Institutional Goal: #1-Cultivate a healthy and safe community that fosters learning and productivity. #3-Implement practices that promote JALC core values. #5-Provide internal and external communication that is consistent and accurate.	
Action Steps:	
1. Schedule IT developed Information Security Training for all employees. 2. Schedule IT developed Identify Theft Prevention Training for all employees. 3. Schedule IT developed Confidentiality Agreement Training for all employees. 4. Schedule combined Information Security/ID Theft Prevention Training for student workers. 5. Schedule in-person training for users of payment card devices. 6. Schedule and organize refresher/replacement training for ERP systems. 7. Schedule meetings with departments to identify training needs. 8. Schedule training on specific topics identified in prior tactics and invite specific groups to attend.	

Strategy Achieved	Notes
Partially Met 88%	Developed campus-wide employee training. Completed security training for all employees, Identify theft prevention for all employees, Confidentiality agreement training, Security/ID theft prevention training for student workers, and In-person training for payment card devices. Ongoing training for specific topics and ERP system.

Cabinet Officer: Scott Elliott	
Key Strategy #43: Develop an IT communications plan for disseminating information to staff regarding IT FAQs, processes, purchasing, and ticketing.	
KPI: Plan developed and used as a framework for department member strategies.	
SLRP Pillar Alignment: Organizational Culture	
Institutional Goal: #5-Provide internal and external communication that is consistent and accurate.	
Action Steps:	
1. Identify key topics within FAQs, processes, purchasing, and ticketing to communication. 2. Update website and intranet FAQs and other content based on prior tactics. 3. Use the list to determine a schedule of communication. 4. Identify a way to collect information about KB articles or training opportunities.	

Strategy Achieved	Notes
Partially Met 69%	Eight KB articles were written and posted to the ticketing site. Five additional articles were identified, written, and posted. Planning for visits to non-faculty department meetings in FY24.

Cabinet Officer: Scott Elliott

Key Strategy #44: Implement and support technology systems that help make data-driven decisions.

KPI: Document IT involvement in the processes identified in the strategy.

SLRP Pillar Alignment: Student Success

Institutional Goal: #2-Define and use data to support student success and institutional decision-making.

Action Steps:
1. Develop a plan for evaluating software systems for approval and prioritization.
2. Implement and support J1 Analytics.
3. Implement and support J1 Retention Model.
4. Work with data owners to identify and automate data consistency and quality checking.

Strategy Achieved	Notes
Partially Met 44%	Ongoing work on all action steps. Vendor documentation identified for various security practices. Quotes obtained for data lake from Jenzabar. The retention model is in the middle of implementation. Data consistency checking was implemented.

Cabinet Officer: Scott Elliott

Key Strategy #45: Develop a training plan for students surrounding IT services for students.

KPI: Plan developed and used as a framework for department member strategies.

SLRP Pillar Alignment: Student Success

Institutional Goal: #3-Implement practices that promote JALC core values.

Action Steps:
1. Plan and develop student IT services orientation to be conducted prior to the start of the semester.
2. Plan and develop/identify cybersecurity awareness videos for students.
3. Update website resources for students.
4. Provide information dissemination via IT Digital Sign and other IT signage.
5. Plan more face-to-face time with students (ORI classes, information tables, etc.)

Strategy Achieved	Notes
Partially Met 25%	Planning for Fall 2023 student-focused IT training. Staffing resources redirected away from two of these action steps. Bid awarded for digital signage with implementation scheduled for Summer 2023. Face-to-face IT training during ORI 100 classes in Fall 2023.

Cabinet Officer: Scott Elliott
Key Strategy #46: **Provide hardware solutions for classrooms and offices that are functional, fiscally responsible, and planned for long-term growth and usability.**
KPI: Document research, selection, and implementation of these solutions.
SLRP Pillar Alignment: Student Success and Organizational Culture
Institutional Goal: #1-Cultivate a healthy and safe community that fosters learning and productivity. #3-Implement practices that promote JALC core values.
Action Steps:
1. Document and post replacement cycle procedures with lifecycles. 2. Determine utilization of campus computers. 3. Research, participate in training, and communicate with peer institutions and vendors on best practices for deploying and supporting technology in higher education.

Strategy Achieved	Notes
Partially Met 50%	The inventory process concluded. Regularly scheduled classroom maintenance checks implemented. Unused/duplicate laptops were identified and returned. Training at Infocomm annual conference in June. Met with integration specialists for classroom technology integrations.

PROVOST DIVISION

Executive Officer: Melanie Pecord	

<table>
<tr><td style="background-color:#b8cce4">Key Strategy #47: Increase the total number of credit hours generated at the College</td></tr>
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KPI: Increase the total credit hours by 3% from Fall 2022 to Fall 2023

SLRP Pillar Alignment: Student Success

Institutional Goal: #1-Cultivate a healthy and safe community that fosters learning and productivity.

#2-Define and use data to support student success and institutional decision-making.

#3-Implement practices that promote JALC core values.

#4-Position JALC as a strategic partner in the economic development of southern Illinois.

#6-Support a diverse, equitable, and inclusive environment.

Action Steps:

1. Establish a yearly evaluation model to identify retention, persistence, completion, and the financial health of courses and programs.
2. Create a strategic enrollment management (SEM) plan to address enrollment goals for the next five years.
3. Update the website.
4. Review, update, and create new career and technical education programs.
5. Review, update, and create new program guides for Associate in Arts and Associate in Science degrees.

Strategy Achieved	Notes
Partially Met 90%	Completed the Strategic Enrollment Management Plan, created new career and technical education programs, and created new program guides for Associate in Arts and Associate in Science degrees. Ongoing work establishing a yearly evaluation model and updates to the website.

Executive Officer: Melanie Pecord	
Key Strategy #48: Increase fall-to-spring and fall-to-fall retention rates.	
KPI: Improve retention rates by 3% from fall to spring and fall to fall.	
SLRP Pillar Alignment: Student Success	
Institutional Goal: #1-Cultivate a healthy and safe community that fosters learning and productivity. #2-Define and use data to support student success and institutional decision-making. #3-Implement practices that promote JALC core values. #6-Support a diverse, equitable, and inclusive environment.	

Action Steps:

1. Work with multiple departments to establish reports to track the persistence of students and determine barriers/reasons for students leaving or dropping courses.
2. Evaluate services to remove barriers for students.
3. Evaluate course offerings.
4. Evaluate assessment results.
5. Train faculty and staff to provide exceptional customer service to students through professional development and badges/certifications to faculty and staff.
6. Utilize the new Jenzabar1 Communication Module to increase student contact and engagement in both academics and programming offered at the College.
7. Provide excellent customer service to students in all areas.
8. Create and implement a College-wide Equity Plan.

Strategy Achieved	Notes
Partially Met 88%	Completed evaluation of services for students, evaluation of course offerings, and training of faculty and staff to provide exceptional customer service to students. Ongoing utilization of Early alert system, evaluation of assessment results, utilization of J1 communication, and Equity plan.

Executive Officer: Melanie Pecord	
Key Strategy #49: Update the Programmatic, Co-Curricular, and Course Assessment model and collection of data.	
KPI: Growth of programs and program opportunities.	
SLRP Pillar Alignment: Student Success; Arts, Culture & Community Engagement; Career & Economic Development; Organizational Culture	
Institutional Goal: #2-Define and use data to support student success and institutional decision-making. #3-Implement practices that promote JALC core values. #5-Provide internal and external communication that is consistent and accurate.	

Action Steps:

1. Work with each department to evaluate processes and collection of evidence to identify assessment gaps to close the loop.
2. Update Assessment Intranet and Website.
3. Develop a timeline for the new assessment software implementation and updated processes.
4. Establish program-level outcomes.
5. Develop annual program review process.

Strategy Achieved	Notes
Partially Met 80%	Developed annual program review process, developed timeline for implementation of new Anthology assessment software, utilizing convocation days for faculty to develop PLOs and CLOs.

Executive Officer: Melanie Pecord
Key Strategy #50: Serve the community through collaborations, partnerships, and community engagement.
KPI: Outreach, number of programs, and partnerships with area industries and institutions.
SLRP Pillar Alignment: Arts, Culture, & Community Engagement; Career & Economic Development; Organizational Culture
Institutional Goal: #4-Position JALC as a strategic partner in the economic development of southern Illinois. #5-Provide internal and external communication that is consistent and accurate. #6-Support a diverse, equitable, and inclusive environment.
Action Steps:
1. Increase training opportunities for the community and local industry. 2. Engage more with local high schools for community education and courses to enhance student learning. 3. Increase apprenticeship opportunities and provide outreach to apprenticeship-approved programs. 4. Collaborate with CCR & R for community outreach. 5. Engage community members with academic programs and service-learning projects. 6. Develop new strategies to promote dual credit, dual enrollment, and early College to best meet the needs of both our district high school students and the College. 7. Continue to have Student Affairs staff participate in events and serve on Board within the community in order to be active and present and to recruit non-traditional students.

Strategy Achieved	Notes
Fully Met 100%	Held Health Occupation Day, Applied Tech Day, Humanities Day, and STEM Day to engage more high school students. Increased apprenticeship opportunities. Held the Halloween and Eggstravaganza events. Increased training opportunities, including RV class offered during Spring 2023.