

# Paris Junior College

## Strategic Plan

# IMPACT 2035: Building the Future Together

An aerial photograph of the Paris Junior College campus. The main building is a large, light-colored structure with a central entrance and a flat roof. It is surrounded by green lawns, trees, and parking lots. A road runs along the right side of the campus. The image is slightly faded to allow the text to be prominent.

*Driven by Excellence,  
Defined by IMPACT*

September 2025

# IMPACT 2035: Building the Future Together

Paris Junior College Strategic Plan

*Driven by Excellence, Defined by IMPACT*

## Introduction

Paris Junior College stands at a pivotal moment in its history - defined by bold vision, shared purpose, and an unwavering commitment to student success. IMPACT 2035 is a forward-looking strategic roadmap that will guide the college over the next decade as it evolves, innovates, and leads with clarity and conviction.

Grounded in a refined Mission, Vision, and a new set of Core Values, this plan identifies five foundational priorities that align educational excellence with academic and workforce needs, community aspirations, and institutional growth. It reflects an understanding of our students, our region, and our shared responsibility to shape the future.

However, this strategic plan is more than a set of goals - it is a call to action. It challenges us to think boldly, collaborate deeply, and act decisively. Above all, IMPACT 2035 reaffirms Paris Junior College's commitment to being a place where every student can thrive, every partnership strengthens our region, and every member of our community takes pride in the impact we make - together.

Paris Junior College will be Driven by Excellence, Defined by Impact.



## Planning Process and Stakeholder Engagement

The development of IMPACT 2035 was rooted in a collaborative and inclusive process designed to reflect the needs, aspirations, and insights of the entire Paris Junior College community. This process prioritized transparency, evidence-based decision-making, and active involvement from stakeholders across the institution and its broader service area.

To guide the creation of the strategic plan:

- A college-wide employee survey was conducted gathering feedback from institutional perspectives related to the mission, vision, and core values.
- A community-wide survey invited input from service area residents, employers, alumni, students, and regional partners on how PJC can best serve its students and support the region's long-term success.
- The Leadership Council and multiple strategic planning task forces - composed of faculty, staff, and administrators - were formed to explore key focus areas, analyze data, and recommend goals and initiatives aligned with the College's mission and vision.
- Draft versions of the strategic plan were shared with faculty, staff, and the Board of Regents throughout development to gather feedback and ensure alignment with institutional priorities and community needs.

This thoughtful and transparent approach ensured that IMPACT 2035 is not merely a leadership initiative - but a shared vision shaped by those who live the mission of Paris Junior College every day. The plan stands as a testament to the power of collaboration and the collective commitment to delivering excellence, access, and impact for the communities we serve.

## Five Foundations for the Future

The Five Foundations for the Future serve as the strategic pillars that support Paris Junior College's mission, vision, and core values to life. Each represents a critical area of focus and provides a clear framework for achieving lasting institutional impact:

### 1. Academic & Workforce Innovation and Expansion

Advance excellence in academic instruction and workforce programs by aligning offerings with regional economic and employment needs, future industry trends, and student aspirations.

### 2. Enrollment Growth & Student Success

Drive enrollment growth and student success by expanding outreach, removing barriers, and delivering comprehensive support services.

### 3. Facilities, Technology & Safety

Modernize and expand campus facilities and technology to support high-quality, future-ready academic, workforce, student life, and community experiences – while ensuring a safe and secure environment.

### 4. Community & Industry Engagement

Deepen PJC's visibility, partnerships, and philanthropic relationships to strengthen its role as the region's college of choice.

### 5. Institutional Identity & Culture

Create and foster a high-quality, affordable, and caring student-centered culture that reflects PJC's mission, vision, and values; actively engages faculty and staff in promoting student success and institutional excellence; and positions the College as a valued partner in the community.



## Revised Mission

Through a culture of excellence and student support, Paris Junior College delivers affordable, high-quality education and workforce training that transforms lives, builds meaningful careers, and empowers students and communities to thrive.

## Revised Vision

Paris Junior College sets the standard for excellence in education and community impact, where every student succeeds and where every partnership strengthens our region.

## New Core Values

At Paris Junior College, we are defined by six core values that guide our work and inspire our future.

Together, we can...

- act with **Integrity**, demonstrating honesty, accountability, and transparency in all we do.
- be **Mission-Driven**, placing student success at the heart of our work, empowering every student to achieve their goals and realize their potential.
- build strong **Partnerships**, strengthening our community by cultivating collaboration and mutual respect.
- strive for **Achievement**, committing to the highest standards of excellence in education, leadership, and service.
- embrace **Creativity**, fostering innovation and adaptability in a constantly changing world.
- foster **Trust**, building a culture of support and belonging where everyone contributes to shared success.

Together, we can make an **IMPACT** – creating a vibrant community rooted in these core values, where every individual thrives and contributes to our collective future.



# 1. Academic & Workforce Innovation & Expansion

**Goal:** Advance excellence in academic instruction and workforce programs by aligning offerings with regional economic and employment needs, future industry trends, and student aspirations.

## **Strategy 1: Provide rigorous and relevant academic and workforce programs and courses**

Ensure programs and courses meet high-quality rigor expectations and contain relevant content.

Initiatives:

- Develop minimum expectations for learning management system usage in all academic and workforce instruction.
- Develop quality standards and expectations for online and hybrid instruction.
- Develop and implement online teaching certification for faculty teaching online courses.
- Conduct cyclical program reviews that provide an in-depth review of programs and courses to ensure they are meeting expected outcomes.
- Review, renew, or expand transfer articulation agreements that align with program offerings.

## **Strategy 2: Strengthen Academic Transfer to Universities**

Increase the number and success of students transferring to four-year universities by actively promoting transfer opportunities, simplifying access to information, and positioning PJC as a launchpad for bachelor's degree attainment.

Initiatives:

- Develop and launch a *Transfer Advantage* marketing campaign to promote the academic, financial, and personal benefits of starting at PJC and completing a bachelor's degree through transfer.
- Build a centralized, user-friendly Transfer Hub on the PJC website with articulation agreements, pathway maps, timelines, university partner links, and transfer resources.
- Host a week-long *PJC Transfer Week* each semester featuring university representatives, workshops, information sessions, and scholarship/application labs.
- Develop branded student and advisor transfer toolkits, including checklists, timelines, and conversation guides to support transfer planning and advising.
- Launch a recurring *Transfer Success Stories* campaign featuring alumni who have successfully transferred and completed bachelor's degrees, using social media, website highlights, video interviews, and campus signage.

- Collaborate with university partners on co-branded outreach initiatives such as joint admissions events, virtual sessions, dual-branded materials, and targeted campaigns to promote seamless transfer opportunities.
- Establish a University Transfer and Career Services Center that provides centralized transfer advising, career exploration, and direct access to university partners; include dedicated office space for representatives from local and regional four-year institutions to meet with students on campus.

### **Strategy 3: Develop, expand, and modernize programs**

Position PJC as the college of choice for future careers by proactively developing and expanding programs, while also ensuring programs match the content and career skills students need to meet industry or transfer requirements for success after PJC.

#### **Initiatives:**

- Conduct a program audit and gap analysis for all program offerings to assess alignment with regional labor data and employer feedback.
- Expand existing programs to meet labor market demand, especially in high-demand fields.
- Develop new programs (including bachelor level) that are based on regional needs and emerging fields.
- Develop a response team that can rapidly evaluate, develop, and establish programs based on high-demand needs and emerging fields.
- Sunset or reimagine programs that do not meet labor market demand or expectations.
- Determine the need for program and course offerings at all locations to meet student and industry needs.
- Engage with industry advisory committees to review and update curriculum, equipment, and lab needs across all programs.
- Develop and implement a technology plan that meets the current and future needs of academic and workforce programs and that positions PJC as a regional leader in technology and innovation.

### **Strategy 4: Improve credential attainment and certification/ licensure completion**

Ensure programs have clear and stackable paths for completion that align with student career or transfer needs.

#### **Initiatives:**

- Develop and/or expand stackable credentials.
- Embed industry certifications where relevant.
- Where relevant, review student licensure rates and develop action plans to increase successful attainment.
- Develop targeted strategies to improve academic transfer rates, using institutional data to identify and remove barriers.

- Develop pathways for articulation from non-credit programs/offerings into workforce academic credentials.
- Implement automatic credential awarding for students who meet completion thresholds.

### **Strategy 5: Expand to Create Full-Service Regional Centers**

Transform the Sulphur Springs and Greenville Centers into more comprehensive centers offering the full range of PJC services and academic/workforce programs.

Initiatives:

- Expand course offerings to include full general academic pathways and complete workforce credential programs.
- Establish comprehensive centers that provide the full PJC range of services to students and the community.
- Fully engage with the local communities through chambers of commerce, economic development groups, ISD, industry partnership, advancement, marketing, and more.
- Build or renovate facilities to include student commons, learning spaces, labs, and possibly housing options.
- Ensure technology infrastructure to support current and future needs.
- Develop a comprehensive financial plan for building full-service centers.

### **Strategy 6: Expand Community Education and Lifelong Learning Opportunities Across the Region**

Engage the service area by offering accessible, non-credit learning experiences that promote lifelong learning, personal enrichment, and regional connection at all PJC locations.

Initiatives:

- Launch a comprehensive Community Education Program through Continuing Education that includes courses in arts, culinary, wellness, languages, outdoor education, personal finance, special interests, and more.
- Offer Kids College and senior-focused programs in Paris, Sulphur Springs, and Greenville with rotating seasonal themes and age-appropriate curriculum.
- Recruit local professionals and hobbyists as instructors to deliver engaging, community-centered courses.
- Partner with local ISDs, senior centers, chambers, and civic groups to co-promote offerings and expand access.
- Develop a marketing and enrollment plan including a print/digital CE catalog and targeted outreach by location.
- Use evening and weekend scheduling to increase accessibility for working adults, families, and nontraditional learners.

**Alignment with Mission, Vision, and Core Values:**



- Mission: Delivers high-quality education and workforce training.
- Vision: Positions PJC as a leader in education excellence and community impact.
- Values: Embodies *Achievement* through high standards, *Creativity* in program innovation, and *Partnerships* through collaboration with industry.

**Strategic Reinforcement:**

This foundation ensures that academic and workforce offerings remain relevant and future-focused, empowering students to thrive in emerging fields—directly fulfilling PJC’s transformative mission and vision. Additionally, it positions Paris Junior College as the region’s leader in educational innovation—preparing students not only for today’s opportunities, but for the future of work, lifelong learning, and community leadership.



## 2. Enrollment Growth & Student Success

**Goal:** Drive enrollment growth and student success by expanding outreach, removing barriers, and delivering comprehensive support services.

### **Strategy 1: Expand and Enhance Student Support Services Across All Locations**

Deliver high-impact student services at all locations and online to promote academic progress, engagement, and long-term success.

Initiatives:

- Expand availability of core services (advising, financial aid, tutoring, wellness) at all campuses and through online/hybrid formats.
- Communicate availability and use of tutoring and academic support more effectively across platforms and course syllabi.
- Clarify the academic probation and recovery system for students, faculty, and advisors to support intervention and return-to-good-standing processes.
- Create a Dragon Care Team, pairing students in high-attrition programs with trained faculty/staff or peer mentors for encouragement and guidance.

### **Strategy 2: Improve Early Identification and Support of At-Risk Students**

Use data-informed tools and personalized outreach to support students before they disengage or fail.

Initiatives:

- Develop a predictive analytics model that flags at-risk students based on real-time data (e.g., attendance, LMS activity, GPA).
- Use early alerts and dashboards to schedule preemptive advising or intervention sessions with students at risk of not completing.
- Train advisors and faculty on how to interpret and act on early alert data.

### **Strategy 3: Increase College-Going Rates Among High School Graduates in the Service Area**

Use statewide and local data to identify gaps, expand scholarship programs, and proactively recruit students from across the region's graduating classes.

Initiatives:

- Use Texas Higher Education Coordinating Board data to analyze high school graduation and enrollment trends across the service area, identifying ISDs with high potential and low PJC enrollment rates.
- Expand the Dragon Promise and Presidential Scholars Programs to all service area ISDs, ensuring cost is not a barrier for recent high school graduates and increasing outreach through events, marketing, and counselor partnerships.

- Expand and launch new high school outreach campaigns using data to target students that may not attend college, with focused visits, personalized communications, and recruitment events.
- Establish school-specific enrollment goals and track outcomes using a performance dashboard that is reviewed and refined annually.
- Host annual superintendents & counselors discussion to share data, strengthen relationships, and collaboratively develop pathway messaging and outreach strategies.

#### **Strategy 4: Simplify and Modernize Enrollment Processes**

Streamline how students enter and navigate the college to reduce barriers and ensure a welcoming, accessible experience.

Initiatives:

- Conduct a student journey mapping project to visualize and improve the full student lifecycle from application through graduation.
- Simplify admissions, advising, and registration workflows by eliminating unnecessary steps, modernizing forms, and increasing automation.
- Develop and launch an AI-powered virtual admissions assistant to guide students 24/7 through application, residency, and financial aid — with handoff to live staff as needed.

#### **Strategy 5: Connect Students to Purposeful Career Pathways**

Ensure prospective and current students understand the value and impact of education by linking programs to meaningful, well-paying careers.

Initiatives:

- Launch career exploration sessions and materials showing career options, salaries, and job outlook for each program.
- Integrate career pathway conversations into orientation, advising, and Learning Frameworks.
- Align recruitment messaging with career outcomes, student success stories, and local employer needs.

#### **Strategy 6: Leverage Athletics as a Student Access and Enrollment Growth Strategy**

Expand athletic programs and outreach to attract, retain, and support a broader, more diverse population of students.

Initiatives:

- Develop a funding model and strategies for athletic scholarships and overall athletic department support.
- Explore and, when feasible, expand athletic offerings to reach additional populations and regional markets, especially where student interest or recruiting gaps exist.

- Increase recruitment of student-athletes from within and beyond the college's service area.
- Promote athletics as a pathway to degree completion, emphasizing scholarships, team-based support, and student success.
- Use athletics events as recruitment and engagement platforms, including Youth Nights, Dual Credit Nights, and Community Showcases.
- Provide enhanced academic and wellness support for student-athletes, including tutoring, advising, and mental health resources.

### **Strategy 7: Expand Basic Needs Support Through the PJC Cares Initiative**

Ensure students have access to the basic needs resources that allow them to persist and succeed, including food, housing, transportation, and mental health support - by strengthening and expanding the PJC Cares program.

#### **Initiatives:**

- Enhance the visibility and accessibility of the PJC Cares program through targeted communications, orientation sessions, classroom presentations, and referrals by faculty/staff.
- Expand campus food pantries and emergency aid programs to all locations, ensuring consistent access to meals, hygiene items, and short-term financial support.
- Develop a centralized PJC Cares online portal for students to request help, access resources, and get connected to local/state assistance programs.
- Create a case management model within PJC Cares to provide wraparound support for students facing complex challenges such as housing insecurity or medical emergencies.
- Partner with local nonprofits, churches, and agencies to increase capacity for housing support, transportation assistance, and crisis response.

#### **Alignment with Mission, Vision, and Core Values:**

- Mission: Prioritizes student support and removing barriers to success.
- Vision: Supports every student's ability to succeed.
- Values: Reflects *Mission-Driven* focus, fosters *Trust* through belonging, and demonstrates *Integrity* in equitable access.

#### **Strategic Reinforcement:**

This foundation ensures that every student - regardless of location, background, or starting point - has a clear, supportive, and purposeful path to success at PJC. By investing in services, streamlining systems, and leveraging powerful tools like athletics and career pathways, the college promotes equitable access, deep engagement, and long-term achievement.

### 3. Facilities, Technology & Safety

**Goal:** Modernize and expand campus facilities and technology to support high-quality, future-ready academic, workforce, student life, and community experiences – while ensuring a safe and secure environment.

#### **Strategy 1: Modernize Instructional Facilities to Support Program and Industry Needs**

Renovate and expand instructional and workforce spaces to align with evolving academic programs, regional labor demands, and student enrollment trends.

Initiatives:

- Complete a Facilities Master Plan to assess current conditions and capacity as well as prioritize academic and workforce space facility needs through 2035.
- Construct, renovate and demolish buildings as defined by the Facilities Master Plan.
- Construct and/or renovate and modernize science labs, health career classrooms/labs, general classroom spaces, visual and performing arts spaces, public service spaces, and technical training spaces with industry/educational-grade equipment and layouts.
- Construct and/or renovate and modernize support spaces for tutoring, library services, computer labs, etc.
- When possible, develop flexible-use spaces that can serve both multiple purposes.

#### **Strategy 2: Upgrade Student Housing, Athletics, and Common Areas to Enrich the Campus Experience**

Improve or replace residence halls, athletic facilities, and common areas to enhance student recruitment, retention, and engagement.

Initiatives:

- Complete a Facilities Master Plan to assess current conditions and capacity as well as prioritize student housing, athletics, and common area space facility needs through 2035.
- Construct, renovate and demolish buildings as defined by the Facilities Master Plan.
- Replace or comprehensively renovate outdated student housing to increase safety, appeal, and functionality.
- Upgrade athletic facilities to support student-athlete performance and improve the fan experience.
- Redesign and expand student common spaces, such as lounges, dining areas, student center, fitness/recreation.
- Add outdoor gathering areas and social hubs to increase on-campus engagement.

### **Strategy 3: Enhance Technology Across All Locations**

Improve classroom, administrative, and connectivity technology and infrastructure to support high-quality instruction, communication, and operational efficiency.

Initiatives:

- Develop and implement a Technology Upgrade Plan that defines baseline standards for classroom, Wi-Fi, and instructional technology and establishes an annual technology refresh cycle.
- Standardize technology across instructional spaces and administrative spaces, including smart boards/projectors, laptops with docking stations, charging stations, printing/scanning, etc.
- Expand high-speed Wi-Fi coverage in all learning, residence, administrative spaces, common areas, and outdoor spaces.
- Upgrade campus security to include access control, surveillance, alert systems, etc.

### **Strategy 4: Strengthen Cybersecurity Infrastructure and Practices**

Enhance cybersecurity systems, protocols, and awareness across all locations to protect institutional data, ensure regulatory compliance, and maintain continuity of operations.

Initiatives:

- Conduct a comprehensive cybersecurity audit to identify vulnerabilities and prioritize system upgrades.
- Upgrade data protection systems including firewalls, encryption, secure backups, and multi-factor authentication.
- Develop and implement an institutional cybersecurity response plan, including roles, reporting structures, and recovery procedures.
- Deliver regular cybersecurity training for all employees, with mandatory annual refreshers and role-specific modules.
- Ensure compliance with federal and state cybersecurity regulations (e.g., FERPA, GLBA) and industry best practices (e.g., NIST).

### **Strategy 5: Ensure ADA Compliance in Physical and Digital Environments**

Advance campus accessibility and inclusion by meeting ADA standards in all facilities, technology, and instructional platforms.

Initiatives:

- Conduct a full ADA audit of all facilities and digital platforms to identify physical and virtual accessibility gaps.
- Plan, prioritize, and implement facilities improvements such as ramps, elevators, signage, accessible restrooms, and automatic doors.
- Ensure all websites, course platforms, and digital materials comply with accessibility standards including captions, screen reader compatibility, and alt text.



- Provide training to faculty and staff on creating accessible documents, course content, and communications.
- Integrate ADA compliance requirements into procurement, construction, and renovation processes to ensure accessibility is built into all future projects.

### **Strategy 6: Implement a Phased Capital Improvement and Maintenance Plan**

Develop and execute a facilities improvement plan that strategically addresses both major capital projects and routine maintenance, ensuring long-term sustainability and financial responsibility.

#### **Initiatives:**

- Complete a Facilities Master Plan to assess current conditions and capacity as well as prioritize college needs through 2035.
- Develop and launch a capital improvement plan with funding strategies and that includes a tracking system to monitor progress and funding for major and minor facility projects.
- As part of the capital improvement plan, establish a rolling five-year maintenance and renewal plan that addresses roofs, HVAC, painting, flooring, ADA upgrades, etc.
- Develop and launch an advancement campaign: identify major gift opportunities, naming rights, and donor recognition plans for projects.
- Conduct a sustainability and energy audit to identify efficiency upgrades to implement.

### **Strategy 7: Enhance Campus Safety and Security Across All Locations**

Create a safe and secure environment for students, employees, and visitors by modernizing physical safety infrastructure, strengthening emergency preparedness, and promoting a culture of safety and awareness.

#### **Initiatives:**

- Upgrade campus security infrastructure including access control, emergency call stations, surveillance cameras, and alert systems.
- Conduct a comprehensive safety and threat assessment for all campus locations.
- Develop a multi-campus emergency operations plan (EOP), including lockdown, weather, and medical protocols.
- Install or improve lighting, signage, and pathway safety features at all locations.
- Continue to grow the Behavioral Intervention Team (BIT) for proactive assessment and addressing for concerning behaviors through a coordinated, multidisciplinary approach.
- Expand mental health and crisis response protocols, including training and partnerships with local agencies.
- Launch a campus safety awareness campaign to build a culture of shared responsibility.
- Provide ongoing safety training and drills for faculty, staff, and students, including lockdown, evacuation, and mental health crisis response.

- Build formal partnerships with local emergency services agencies (police, fire, EMS) to coordinate joint training, site familiarity, and response plans.

**Alignment with Mission, Vision, and Core Values:**

- Mission: Supports quality education through modern, effective learning environments.
- Vision: Reinforces institutional excellence.
- Values: Embodies *Creativity* and *Achievement* via innovation and excellence in infrastructure.

**Strategic Reinforcement:**

Modernizing learning environments enhances student and faculty experiences, directly supporting success and excellence at every level of the institution.



## 4. Community & Industry Engagement

**Goal:** Deepen PJC’s visibility, partnerships, and philanthropic relationships to strengthen its role as the region’s college of choice.

### **Strategy 1: Strengthen Educational Partnerships with Regional ISDs**

Enhance dual credit, early college, and pathway initiatives to increase student access, accelerate college readiness, and build long-term relationships with K–12 partners.

Initiatives:

- Expand dual credit offerings and align high school pathways with PJC programs.
- Initiate annual ISD Partner meetings to strengthen collaboration with counselors and administrators.
- Develop and implement the use of shared marketing and recruitment campaigns with ISDs to promote early college opportunities.

### **Strategy 2: Expand Employer and Industry Collaboration**

Build dynamic partnerships with regional employers to align programs, create work-based learning opportunities, and support regional workforce development.

Initiatives:

- Develop or strengthen industry-specific advisory boards.
- Establish customized training partnerships based on employer demand.
- Launch employer engagement programs to deepen relationships and track impact.
- Increase internship, apprenticeship, and job shadowing opportunities through local employer networks.

### **Strategy 3: Increase Community Visibility Through Events and Outreach**

Grow awareness of PJC’s impact and offerings by creating and attending high-visibility events and engagement opportunities for the public, partners, and prospective students.

Initiatives:

- Host open houses or themed community events at each location.
- Launch “PJC in the Community” pop-up events in public venues (libraries, fairs, festivals).
- Engage in chamber of commerce, economic development boards, etc. in the service region.
- Strategically invest in sponsorship opportunities throughout the service region.
- Develop partnerships for co-branded initiatives with cities, chambers, and nonprofits.
- Create an annual Community Impact Report highlighting partnerships, service, and outcomes.

#### **Strategy 4: Deepen Alumni and Donor Engagement**

Build lifelong connections with alumni, friends, and corporate partners to grow support, increase giving, and cultivate future ambassadors.

##### **Initiatives:**

- Launch or expand annual alumni events focused on networking, recognition, and giving.
- Develop an alumni volunteer program that includes mentoring, guest speaking, and community outreach.
- Implement a donor stewardship plan with regular communication, recognition, and impact stories.
- Grow corporate sponsorships tied to workforce programs, scholarships, and capital needs.

#### **Strategy 5: Build County-Specific Community Leadership Structures**

Ensure PJC's service area is fully represented by building place-based advisory networks to drive local relevance and relationships.

##### **Initiatives:**

- Establish and engage Boards of Advisors for Hunt County and Hopkins County to guide regional planning, engagement, and partnerships.
- Host county-specific town halls or listening sessions to inform planning.
- Develop mini-campus action plans informed by local advisory input and community feedback that support specific strategic initiatives of PJC.

#### **Alignment with Mission, Vision, and Core Values:**

- Mission: Empowers communities and builds careers.
- Vision: Strengthens partnerships across the region.
- Values: Directly reflects *Partnerships, Integrity, and Trust*.

#### **Strategic Reinforcement:**

By deepening engagement, PJC solidifies its role as the region's college of choice—embodying its community-driven mission and fostering meaningful, reciprocal relationships with schools, employers, alumni, and local leaders.

## 5. Institutional Identity & Culture

**Goal:** Create and foster a high-quality, affordable, and caring student-centered culture that reflects PJC’s mission, vision, and values; actively engages faculty and staff in promoting student success and institutional excellence; and positions the College as a valued partner in the community.

### **Strategy 1: Strengthen Campus and Community Engagement**

Build a unified college culture by fostering meaningful connections among students, employees, alumni, and our communities through events, outreach, and partnerships.

Initiatives:

- Launch campus-wide team-building events (retreats, book clubs, cross-departmental activities, etc.).
- Host community/student/employee events each semester (movie nights, tournaments, service days, etc.).
- Create a faculty/staff-community ambassador program to build external goodwill and college visibility.
- Develop alumni & student mentoring programs to connect and extend engagement.
- Promote athletics as a core part of student life, engagement, and college identity, including branded apparel, traditions, and using student-athlete stories.

### **Strategy 2: Elevate Institutional Identity Through Rebranding**

Promote a strong, consistent college identity that reflects PJC’s mission and values, strengthens internal culture, and enhances visibility and reputation within the community and region.

Initiatives:

- Redesign of the college’s logo, color palette, font, and visual guidelines. Create a PJC style guide that gives specific direction on use of brand materials.
- Standardization of branding across name tags, business cards, signage, and campus maps.
- Redesign and relaunch of the college website to better tell PJC’s story and serve prospective students.
- Alignment of social media platforms and outreach materials with updated brand identity.
- Development of a messaging toolkit to help employees, student ambassadors, and departments communicate PJC’s messages.
- Creation of a brand launch campaign including events, storytelling videos, banners, branded apparel, and digital campaigns.

### **Strategy 3: Improve Communication and Align Policies with Institutional Values**

Enhance communication and ensure that college policies and procedures reflect PJC's mission, vision, and core values while supporting transparency, alignment, and collaboration.

#### **Initiatives:**

- Launch an internal communication improvement project (email templates, digital signage, technology tools, best practices, training, etc.).
- Provide employee talking points and FAQs to build consistent external messaging about PJC.
- Develop a standardized calendar and communication toolkit for all departments to use.
- Conduct a culture audit of policies and procedures for alignment with mission, vision, and core values.

### **Strategy 4: Expand Professional Development and Leadership Opportunities**

Invest in continuous learning and leadership opportunities for employees that promote student-centered practices, institutional excellence, and cross-functional collaboration.

#### **Initiatives:**

- Design and deliver a structured onboarding program that immerses new employees in PJC's mission, vision, values, and culture, while providing the tools and relationships needed for long-term success.
- Implement focused Professional Development Program
  - Professional Development series
  - Customer service and student engagement workshops
  - Mission/vision/core values orientation and refreshers
  - Cross-training opportunities across departments
- Offer leadership pathways and certificates for faculty and staff.
- Integrate student-centered focus in all Professional Development.

### **Strategy 5: Elevate Institutional Pride Through Marketing, Public Relations and Storytelling**

Promote a strong, consistent institutional identity by celebrating the achievements of students, employees, and alumni through storytelling and visual recognition.

#### **Initiatives:**

- Prominent ways to showcase student/alumni/employee success stories.
- Develop and implement the use of new marketing assets that match the PJC brand and promote student enrollment and success in our service region.
- Enhanced public relations coverage in the service region for sharing positive stories of the PJC impact.
- Create a content calendar and story solicitation plan (e.g., "Student Spotlight of the Week").



- Launch Faculty, Student, and Staff Spotlight Series across social media, email, and signage.
- Expand electronic signage, including a front-lawn sign and campus-wide boards.
- Launch a values-in-action initiative to recognize employees who model PJC's core values.

### **Strategy 6: Use Data to Inform a Student-Centered Culture**

Collect and apply student and employee insights to shape programs, communications, and policies that advance belonging, engagement, and success.

Initiatives:

- Implement new or strengthened systems for collecting and analyzing student success data (e.g., motivations, influencers, demographics, needed services, etc.).
- Create departmental performance dashboards to track progress toward culture and student success goals.
- Use data insights to improve programming for dual credit, online, and underrepresented students.
- Launch targeted online engagement initiatives, such as virtual game nights or student interest groups.

### **Alignment with Mission, Vision, and Core Values:**

- Mission: Reflects and reinforces a student-centered culture of excellence.
- Vision: Communicates and sustains high standards and regional leadership.
- Values: Embodies all core values - especially *Trust*, *Integrity*, and *Mission-Driven* purpose.

### **Strategic Reinforcement:**

This foundation is the cultural glue - it builds internal coherence and external recognition, ensuring the values are not just stated but lived throughout the college community.

## Implementation and Assessment

As Paris Junior College moves forward with IMPACT 2035, the focus shifts from vision to execution. To turn strategy into action, the College will develop detailed implementation plans for each strategic foundation. These plans will include clear timelines, designated leadership, required resources, and measurable outcomes to guide progress and ensure accountability at every level of the institution.

Implementation teams will be formed around each foundation, composed of faculty, staff, and administrators, to lead and coordinate strategic efforts across the College. These cross-functional teams will foster collaboration, encourage innovation, and ensure that every initiative is grounded in the mission, vision, and core values of PJC.

To evaluate impact and support continuous improvement, PJC will develop and maintain systems for tracking progress and measuring success. These systems will include performance dashboards, key performance indicators, and regular progress reviews - providing transparency to internal stakeholders and external partners alike. Annual assessments will inform adjustments, celebrate achievements, and keep the strategic plan aligned with emerging needs and opportunities.

Through intentional action, shared ownership, and a deep commitment to excellence, Paris Junior College will bring IMPACT 2035 to life - ensuring that every student thrives, every partnership grows stronger, and every goal moves the College forward.

Paris Junior College will be *Driven by Excellence* and *Defined by IMPACT*.

