

**Unit Strategic Plan**

**2016-2018**

Every two years, during spring semester, programs/departments/service units are asked to develop Unit Strategic Plans. These plans need to be closely aligned with the Institutional Action Priorities, the College's Long Range Goals, and the College's five-year strategic plan. The Strategic Plans incorporate and reflect the operation of that unit at all campuses and instructional sites. Each unit's budget needs to reflect the fiscal implications associated with the unit's identified goals and objectives.

**Name of Program/Department: Admission & Retention**

**Mission Statement (for the program or department):**

The mission of the Admissions and Retention Office is to provide accurate information to prospective and current students, faculty and staff and all other constituents of the college. The Admissions and Retention Office advances its mission by providing a caring, supportive, and professional environment to enhance student confidence and success. We are committed to staff development and use of current technology. Additionally, the Department is dedicated to support student learning and success by providing quality student-centered services in the areas of Admissions, Records, Advising, Registration, Dual Enrollment, Recruiting, and New Student Orientation.

**The Admissions and Retention Office is committed to sustaining the mission of the college by:**

- Providing quality service to students;
- Maintaining general admissions guidelines;
- Maintaining specific admissions guidelines for nursing and radiologic technology;
- Facilitating accurate and timely registration of students;
- Evaluating and maintaining student records in a secure, accurate and confidential environment;
- Offering wide-ranging information and services on demand via electronic access;
- Providing comprehensive academic advising support and guidance to assist students in achieving their educational goals;
- Providing detailed information to international students and maintaining compliance with federal and state regulations and reporting requirements for this population of students;

- Promoting college and career preparation among high school students through both the traditional and career and technical education (CTE) programs of Dual Enrollment;
- Building relationships with school personnel, students, families, and other constituents in the college's service area; and
- Increasing the educational opportunities for all constituents in the Colleges service area.

**Summary of Access, Productivity, and Effectiveness (Including, but not limited to, program load, success rate, retention rate, completion rate, employer surveys, student surveys):**

**Access**

The Admissions & Retention Department currently provides service during regular office hours Monday through Friday from 7:30 a.m. to 4:30 p.m. The department offers extended hours during peak registration periods. The department removed Saturday hours as student traffic did not indicate a high demand for service.

In addition, the department supports online admissions and online registration. The online admissions application is available 24 hours a day, 7 days per week, 365 days a year. Online registration is available 24 hours a day, 7 days a week during specified registration days for each term. Extensive information and forms are available to students via the College's website. The department makes every attempt to assure that both current and prospective students have continuous access to service. The department also seeks to meet the needs of students who need services outside of typical business hours. To ensure that the department offers continuous opportunities to contact support staff, students may seek information via email including [admissions@jeffstateonline.com](mailto:admissions@jeffstateonline.com), [records@jeffstateonline.com](mailto:records@jeffstateonline.com), [advising@jeffstateonline.com](mailto:advising@jeffstateonline.com), and [dualenrollment@jeffstateonline.com](mailto:dualenrollment@jeffstateonline.com). Both current and prospective students may submit inquiries to these emails and receive a response within 24 hours except for weekends and when the college is officially closed. Both on campus and online access and services are continuously evaluated to ensure that the needs of all students are met through enhanced communication and timely information.

**Table 1. Online Applications Submitted to Jefferson State Community College**

<b>Academic Year</b>	<b>Number of online Admissions Applications</b>
2010 - 2011	21,924
2011 - 2012	21,879
2012 - 2013	20,599
2013 - 2014	19,111
2014 - 2015	18,770

**Productivity and Effectiveness**

Productivity and effectiveness of the department is expected to increase as a result of hiring of a full-time Dual Enrollment Coordinator and two Recruiting and Student Activities Coordinators. The additional staff will allow greater productivity in promoting the mission, vision, and purpose of Jefferson State to potential students. There will be an increase in the information available about the college's quality transfer and career programs. The new staff will work closely with current faculty and staff to maintain the enrollment of current students while helping to increase enrollment, retention, and graduation rates.

Another source of increased student enrollment is Career and Technical Education (CTE) programs which are a benefit from the Alabama Future Workforce Initiative (AFWI). The CTE programs lead to high demand, high wage jobs in the state and country. Funding for tuition and books is provided for Dual Enrollment students who participate in CTE programs. Additionally, an International Student Coordinator was hired as a full-time staff member who will work to recruit and increase international student population. Prior to the current academic year, the Admissions and Retention staff coordinated the dual enrollment process and served as recruiters for both external and internal events. Therefore, this increase in personnel will facilitate the overall productivity and efficiency of the daily operations of the department and allow us to continually develop consistent policies and procedures to support new initiatives and changing programs at the college.

Continuous evaluation of policies and procedures by the Admissions and Retention staff and the Enrollment Services Technology Task Force provides a way to review the productivity and effectiveness of the department staff and its processes.

## Surveys

### Student Satisfaction Survey

The Admissions and Retention Department serves an extremely broad population and its constituency includes currently enrolled students and prospective students in addition to former students whose records are permanently maintained. The emergence of online learners creates an additional category of students who require services in an off-campus learning environment. In an effort to determine the effectiveness of the services provided, the Admissions and Retention Department utilizes student feedback through the administration of the Student Satisfaction Survey and the New Student Orientation survey. These surveys may not be representative of the entire student population and, therefore, are used for limited informational purposes. The office of Institutional Research, Information, and Records (IRIR) also provides crucial student feedback. The department plans to work with IRIR to develop more inclusive surveys to solicit greater feedback from all who utilize the services of the department.

**Table 2. Student Satisfaction with Admissions, Records and Advising**

MEASURES	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Students satisfied with admissions process	89%					
Students satisfied with registration process	90%					
Students satisfied with academic advising	84%					
Students satisfied with the availability of academic advising	60%					
Students satisfied with information by telephone or walk-up inquiry	85%					

Students completing Student Satisfaction Survey	448	443	458	439	430	
Students satisfied or extremely satisfied with admissions	90%	89%	91%	90%	89%	
Students satisfied or extremely satisfied with knowledge and competency of staff	81%	86%	89%	80%	85%	
Students satisfied or extremely satisfied with the convenience of hours open	83%	82%	82%	82%	81%	
Students satisfied or extremely satisfied with response time to questions and concerns	71%	78%	87%	71%	73%	
Students satisfied or extremely satisfied with the availability of information before enrolling	74%	76%	80%	74%	75%	
Students satisfied or extremely satisfied on the ease of understanding materials	78%	71%	76%	79%	76%	
Students satisfied or extremely satisfied with the ease/convenience of registering	81%	84%	83%	80%	80%	
Students satisfied or extremely satisfied with online admissions	73%	80%	82%	72%	73%	
Students satisfied or extremely satisfied with ease in sending a transcript	70%	71%	71%	69%	70%	
Students satisfied or extremely satisfied with the friendliness and courtesy of advisors	82%	84%	85%	80%	82%	
Students satisfied or extremely satisfied with the knowledge and competence of advisors	77%	79%	78%	76%	75%	
Students satisfied or extremely satisfied with the convenience of open hours	80%	67%	77%	78%	75%	
Students satisfied or extremely satisfied that advisors are available when needed	73%	68%	72%	72%	71%	
Students satisfied or extremely satisfied with the accuracy of information received	72%	75%	74%	74%	73%	
Students satisfied or extremely satisfied with knowledge of the STARS/Transfer programs.	60%	61%	62%	63%	62%	
Students satisfied or extremely satisfied with knowledge of career programs	59.5%	61%	60.5%	63%	60%	

**Note:** The Student Satisfaction Survey was modified in 2010-2011, which is indicated in Table 3. The 2014-2015 Student Satisfaction Survey results are not available for this report.

The following information was self-reported by students for the 2013-2014 Student Satisfaction Survey

- 48% attended the Shelby-Hoover Campus; 30% attended Jefferson Campus; 10% attended St. Clair-Pell City Campus; and 9% attended the Chilton-Clanton Campus.
- 62% of the students were enrolled full-time and 38% were part-time students.
- 72% of the respondents were under the age of 24; 17% were ages 25-34; and; 11% were 35 and older.
- 54% of the students planned to earn a degree at Jefferson State, 18% planned to transfer, and 28% were enrolled for other reasons.

## New Student Orientation Survey

Students attending New Student Orientation (NSO) are given a survey during the program. These results are utilized to measure the effectiveness of NSO and make necessary adjustments to the program to make the overall presentation more beneficial for students. There was a significant decrease in the number of students attending NSO for the following academic years 2012-2013, 2013-2014, and 2014-2015. Objectives to increase the number of NSO attendees are outlined in the 2015-2016 objectives.

**Table 3. New Student Orientation Survey Results**

<b>MEASURES</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>	<b>14/15</b>
New Student Orientation Sessions	<b>17</b>	<b>17</b>	<b>13</b>	<b>13</b>	<b>13</b>
Students attending New Student Orientation	<b>2027</b>	<b>1985</b>	<b>1080</b>	<b>1005</b>	<b>981</b>
Students satisfied with New Student Orientation	<b>98%</b>	<b>98%</b>	<b>97%</b>	<b>97%</b>	<b>95%</b>

## 2014 Student Experience Survey Results

IRIR administered the Student Experience Survey to students in the fall of 2014. Areas of the survey that are specific to the Admissions & Retention Department include student opinions on the admissions process, registration process, and academic advising process.

### Fall 2014 Student Experience Survey

- Of the 2,657 respondents to admissions process satisfaction, 91% were satisfied or very satisfied.
- Of the 2,657 respondents to registration process satisfaction, 92% were satisfied or very satisfied.
- Of the 2,657 respondents to academic advising process satisfaction, 83% were satisfied or very satisfied.
- Of the 2,657 respondents to academic advisors' availability, 84% were satisfied or very satisfied.
- Of the 2,657 respondents to the advisor's knowledge of program requirements, 84% were satisfied or very satisfied.

## Internal Conditions:

### 1. Technology

Technology is integral not only to the successful completion of enrollment processes but also to the outreach and recruitment of students to the College's programs.

As the Admission and Retention Department continues to embrace new technologies, the unit processes become more technical in nature and continue to require a higher level of

technical skills of each staff member. The continuous upgrade to Ellucian Banner Student System has resulted in significant changes in processes, functionality and job tasks, and duties. The department has utilized the ARGOS reporting system to support BANNER processes. The utilization of Banner Document Management Suite (BDMS) is a significant benefit to the department. BDMS provides the ability to scan, index, organize, store, and retrieve documents electronically to provide for greater productivity and improved customer service. To further enhance and strengthen the use of technology, the department will collaborate with the IT Department to implement the AUTOMIC software. This implementation will streamline and automate recurring batch processes such as outgoing transcript request generation, email generation, batch processing for the web application and end of term processing for grades. The AUTOMIC software will also accommodate batch processing for National Student Clearinghouse Enrollment and Degree reports.

The department plans to utilize the College's website to create improved functionality of and access to its programs. The department will work with Media Relations to develop webpages for Dual Enrollment, Recruiting, and Records. In addition, the Department will develop and implement extensive online video tutorials that will be available on the college's website and on TV monitors, which will be stationed in Enrollment Services at each campus.

The department would like to develop and implement an interactive online New Student Orientation (NSO) for students who are unable to attend an on campus session. An online orientation will allow greater flexibility, especially for nontraditional and strictly online students. An online session of NSO will provide an opportunity for all students to receive a welcoming and informative introduction to Jefferson State.

## **2. Budget**

The budget for office supplies is sufficient. In accordance with the College's Copy Policy Plan, printers, scanners, and fax machines have been evaluated. Major equipment purchases include a scanner for the Shelby-Hoover Campus, portable scanners to scan ID's at the Front Desk at each campus and TV monitors for the Enrollment Services lobby at each campus. The funding requests are listed below.

- TV monitors, which will be located in Enrollment Services at each campus. Monitors will provide electronic information and messages to assist students in the enrollment process. Additionally, important announcements can be made via the monitors.

- JSCC view books which will provide prospective students with current and accurate information in an attractive layout.
- A Counselor Appreciation Luncheon will play an extremely vital and important role in providing accurate information to high school counselors and as well as building and developing these relationships. This is an opportunity to express our appreciation for their continued loyalty and support of the College's programs.
- Portable scanners to scan identification documents, which are required for admission, are needed. The department currently makes a copy of the document and then scans and indexes the document into BDMS. Portable scanners will eliminate paper copies and increase the efficiency of this process.
- An additional flatbed scanner for the Shelby-Hoover office is needed. Only one scanner is available and it is shared with the financial aid department. Due to increased scanning of documents, it is necessary to purchase a second scanner to expedite the scanning and processing of all documents submitted.
- College paraphernalia and promotional materials are needed for Recruiting, New Student Orientation, Dual Enrollment orientation, JSCC Preview days, Get on Board Days, and other ad hoc events. These materials include view books, t-shirts, brochures, pens, pencils, water bottles, wristbands, and other items.
- A cell phone for the Dual Enrollment Coordinator is requested. This position requires extensive travel in the Jefferson, Shelby, St. Clair, and Chilton Counties, which make up the college's service area. A mobile phone will allow the Dual Enrollment Coordinator to be accessible to the college personnel as well as high school counselors and principals.

### **3. Staffing**

The staff continues to promote consistency in implementing policies and procedures across offices and campuses. The utilization of information sessions for the admissions and records staff and the academic advisors are provided to ensure interdepartmental training. Continuous training is necessary to build in-depth knowledge and to remain current on BANNER procedures and ever-changing state policies. Additionally, the staff is encouraged to participate in professional development activities sponsored by the department. These activities include the opportunity to develop and enhance best practices and the knowledge of job-related topics such as, residency, FERPA, transcript evaluation and processing, records maintenance, scanning and indexing of documents, and other admissions, advising and records practices.

The College hired two Recruiting and Student Activities Coordinators and a Dual Enrollment Coordinator. The addition of these positions enhances the productivity of the department and allows us to provide more excellent and efficient service to our current and prospective students.

#### **4. Resources**

The essential services of recruitment to the college, admitting students, providing new student orientation, registering students, verifying enrollments, providing transcripts of academic record, advising students, maintaining federal reporting and record keeping requirements for international students remains constant and independent of the resources allocated to the division. All services to students, faculty, staff and other stakeholders are considered essential and are held to the highest standards of customer service and accountability. Professional development resources greatly increase the extent to which student satisfaction and customer service is realized. Additionally, these resources afford access to “Best Practices” assisting the department in establishing benchmarks to provide “excellent customer service” in the recruiting, admitting, advising, and registering of all students and in our interaction with faculty and staff and all other stakeholders.

Admissions and Retention staff should continue to utilize the professional resources available through local, regional, and national organizations and affiliations for continued knowledge of current practices. These resources allow continued professional growth, networking opportunities, and access to multiple listservs for the Admissions and Retention staff. The wide range of resources listed below serve to enhance the department's core skills and knowledge of higher education necessary to assist students in their college transition and matriculation.

In addition, The Dual Enrollment Coordinator became a member of the National Alliance of Concurrent Enrollment Partnerships (NACEP). This organization offers training and resources on the best practices in the field to professionals who work with concurrent/dual enrollment students.

The Admissions & Retention Department currently holds institutional membership in the following organizations:

American Association of Collegiate Registrars and Admissions Officers (AACRAO);  
Southern Association of Collegiate Registrars and Admissions Officers (SACRAO);  
Alabama Association of Collegiate Registrars and Admissions Officers (ALACRAO);  
Alabama Banner User Group (ALBUG);  
Ellucian Live (National conference for Banner);  
National Association of Academic Advising (NACADA); and  
National Alliance of Concurrent Enrollment Partnerships (NACEP).

The department will continue to renew its NAFSA membership and NAFSA Manual for immigration resource information.

#### **5. Enrollment**

The following tables provide data on the College's enrollment trends. According to the U.S. Department of Education and the National Student Clearinghouse, there continues to be a nationwide decline in community college enrollment and over the past 3 years, the decrease has been the highest and most consistent. This national trend is reflected in student enrollment at Jefferson State. However, with the staffing of college recruiters and the dual enrollment coordinator, the department has established goals to reverse this trend at Jefferson State.

**Table 4. Credit Headcount, Fall 2009 to Fall 2014**

<b>Academic Year</b>	<b>Unduplicated Credit Headcount</b>
Fall 2009	8,593
Fall 2010	9,700
Fall 2011	9,466
Fall 2012	8,887
Fall 2013	8,551
Fall 2014	8,518

**Table 5. Residency Fall 2014**

<b>Residency</b>	<b>Number</b>	<b>Percent</b>
US Citizen	8225	96.60%
Non Resident Alien	41	0.5%
Resident Alien	140	1.649%
Other	112	1.3%
Total	8518	

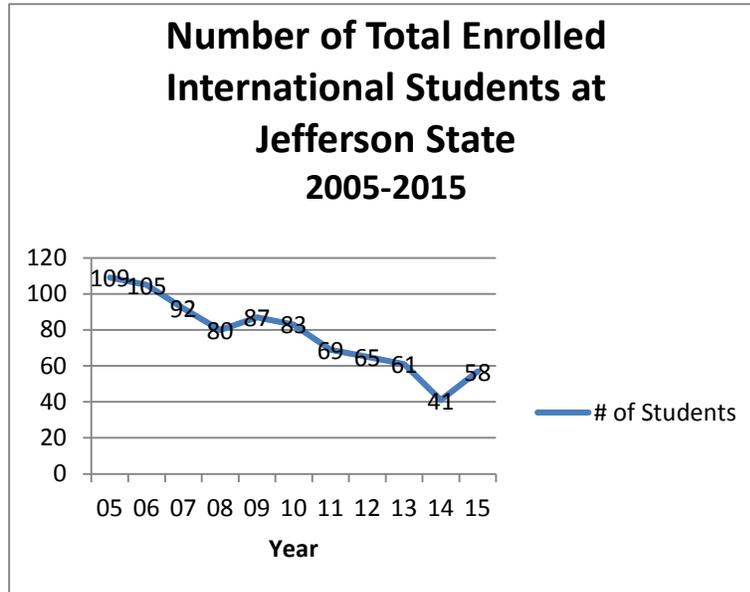
**Table 6. Enrollment by Student Type for 2014-2015**

<b>Student Type</b>	<b>Number</b>	<b>Percent</b>
Accelerated High School	35	.4%
Dually Enrolled	816	9.6%
First-time Freshmen	1,655	19.4%
Other Freshman	1,845	21.7%
Sophomores	4,165	48.9%
Audit Only (Unclassified)	2	.01%

### **International Student Enrollment**

Little growth has occurred in the traditional overseas F-1 population for the last several years in recruitment or targeted outreach. There has been a slow decline over the last 10 years as the number of new students has not been sufficient to replace students who have graduated and/or transferred without graduating. There have been very few students coming from overseas directly to Jefferson State for the last five years. Many of our students originated from other institutions as transfers. Recent efforts in 2014-2015 have yielded growth to 58 total international students for fall 2015 and an increase in the F1 population from 28 to 41. Three of the students were from overseas.

**Table 7. International Enrollment**



## Dual Enrollment

The following tables compare the enrollment and credit hours from Fall 2012-Fall 2015 for the Dual Enrollment and Accelerated High School programs. DE has a positive increasing trend, while the Accelerated program has seen less increase and some slight decline.

**Table 8. Dual Enrollment Fall 2012 to Fall 2015**

	<b>Dual Enrollment Students</b>	<b>Hours Enrolled</b>
<b>Fall 2015*</b>	1066 Enrolled	3,939 Hours
<b>Fall 2014</b>	821 Students	2,757 Hours
<b>Fall 2013</b>	748 Students	2,604 Hours
<b>Fall 2012</b>	677 Students	2,310 Hours

**\*This may not be a final enrollment number.**

**Table 9. Accelerated High School Enrollment Fall 2012 to Fall 2015**

	<b>Accelerated High School Students</b>	<b>Hours Enrolled</b>
<b>Fall 2015</b>	29 Students	133 Hours
<b>Fall 2014</b>	34 Students	136 Hours
<b>Fall 2013</b>	51 Students	197 Hours
<b>Fall 2012</b>	31 Students	120 Hours

**Table 10. Career and Technical Dual Enrollment**

	<b>CTE Dual Enrollment Students</b>	<b>CTE Hours Enrolled</b>
<b>Fall 2015</b>	<b>315 Enrolled</b>	<b>1,546 Hours</b>
<b>Fall 2014</b>	<b>26 Students</b>	<b>183 Hours</b>
<b>Fall 2013</b>	<b>57 Students</b>	<b>276 Hours</b>
<b>Fall 2012</b>	<b>31 Students</b>	<b>115 Hours</b>

## 6. Facilities

The Admissions and Retention office is located in Enrollment Services at each campus. The office space at the Shelby-Hoover Campus was increased by moving the department to the General Studies Building. This move allows less crowding during peak periods, as the area is much larger. This move permits the department to staff the front desk in the General Studies Building. Funding is requested for additional furniture (tables and chairs) in the student area.

Additionally, the department has studied the feasibility of moving Enrollment Services at the Jefferson Campus to the Fitzgerald Student Center. This move could improve access and would provide the area with a much needed renovation.

## 7. Equipment

Computer equipment for DE is new and meets the needs of the Coordinator. Purchasing a portal scanning device (\$150) could allow the DE Coordinator to scan documents onsite at the high school and during events, reducing the need to transport documents and speeding up the process for admission and registration.

Scanners to process ID documents at each campus are also requested. This purchase would eliminate the need to make a paper copy of the document and later scan student identity documents into Xtender.

An additional flatbed scanner for the Shelby-Hoover office is requested. Only one scanner is available and it is shared with financial aid. Due to increased scanning of documents, it is necessary to purchase a second scanner to expedite the scanning and processing of all documents submitted.

TV monitors, located in Enrollment Services at each campus, will provide electronic information and messages to assist students in the enrollment process. Additionally, important announcements can be made via the monitors.

### **External Conditions (such as state funding, accrediting agencies, advisory committees, postsecondary policy changes):**

The unit must continue to ensure that all local policies are implemented in accordance with federal, state, and national policies at the postsecondary level. The department collaborates with Financial Aid, Articulation and IT to ensure that federal regulations regarding Gainful Employment and other federal regulations are accurately implemented. The unit also provides enrollment and graduation reports to the Department of Education via the National Student Clearinghouse. In addition, the department ensures the accuracy of its data through Discrepancy Reports generated by the Information Technology Department and the Institutional Effectiveness Office.

Furthermore, funding through the Alabama Future Workforce Initiative will continue to have a significant impact on the number of students who participate in DE, and it will also have an effect on the types of students participating. Prior to the funding, only students who could afford to pay for DE participated. Research has not yet been completed, but it is likely that the AFWI funding has allowed more first generation college students to participate in DE. Funding for participation in a CTE program is a great benefit to students and could lead to full-time enrollments at the college once the students graduate from high school.

Students avail themselves to at least one service provided by the department regardless of demographic or other characteristics of the students. The most significant external factor that has affected the A&R office has been the rapid increase in the expansion of its services. The overall effect has been an increase in the volume of admissions applications, admissions documents, residency requests, enrollment verifications, transcript requests, and other petitions and processes. The national, regional and state membership in AACRAO, NACADA AND NACAC provide

valuable assistance in assuring the unit is aware of current "best practices" and updates in higher education.

Changes in policies over the last few years at the state level have had a significant impact on the daily workload of the A&R office. The admissions policy change required major training and updates in the daily processing of admissions documents.

A lack of awareness in the community about Jefferson State offerings for international students and/or the multicultural population exists. A concentrated campaign to reach out to local/regional multinational groups and organizations about academic offerings at Jefferson State including English as a Second Language (ELL) contacts within Jefferson, Blount, Shelby, and St Clair County school systems; international high schools in the region; English Language Institutes, and community groups dealing with multinational and refugee populations.

### **2013-2014 Accomplishments:**

1. Faculty may now submit grade changes via email. The email grade change process begins with the instructor. The email is forwarded to the department head for approval and the department head can email the request to [records@jeffstateonline.com](mailto:records@jeffstateonline.com).
2. Collaborated with the University of Alabama's Registrar's Office to have transient letters sent directly to the Admissions and Records office.
3. Two staff members attended SACRAO.
4. Four staff members attended ALBUG.
5. Hired a full-time Coordinator for International Student Services.
6. Collaborated with the University of Alabama at Birmingham to develop the Automatic W process.
7. Four staff attended ALACRAO.

### **2014-2015 Accomplishments:**

1. Hired a Dual Enrollment Coordinator.
2. Hired two Recruiting and Student Activities Coordinators.
3. Hired a Career Coach.
4. Tested and implemented the Automatic W process in Self-service Banner. Students can now complete course withdrawals through Self-Service Banner.
5. Piloted an Essential Skills class at the Jefferson Campus. The Career Coach taught the class.
6. Collaborated with Articulation and Financial Aid to ensure that students receiving financial aid were registered in the correct courses for their major.
7. Collaborated with the IT department to eliminate sending hardcopy notification letters of upcoming registration dates. This information is now sent via email.
8. Enrollment Services at the Shelby Hoover Campus moved to the General Studies Building to enhance student services including more student computers in Admissions & Retention Office and additional office workspaces for academic advisors.
9. All incoming electronic transcripts are now archived.
10. Staff members attended Alabama User Group (ALBUG) conference and Ellucian Live.
11. Transferal of WESTI records to images located on the server.
12. Implemented the Wait-list procedure in BANNER.
13. Implemented a streamlined procedure for adding holds to student records.

14. International transcripts (ECE, TOEFL scores, and ILS scores) can now be received electronically.
15. Provided FERPA training for Admissions & Retention Department Staff.
16. Academic Advising workshop for Academic Advisors.
17. Created a report to identify Transient students who submit their letter of transiency before their application.
18. Completed the AUTOMIC software training.
19. Renewed SEVIS recertification for 2 more years for the F1 program.
20. Revamped new student orientation which included providing food for students and having a greater variety of activities available. Additional faculty and staff were involved in the planning and delivery of NSO at all four campuses.
21. Banner Training Sessions were conducted and attended by faculty and staff. Attendance was good and the feedback was very positive.
22. Collaborated with Financial Aid to open and staff the Front Desk in the lobby of the General Studies Building.
23. Two staff members attended SACRAO.
24. Three staff members attended ALBUG.
25. Four staff members attended ALACRAO.

### **Considerations for Development of Unit Strategic Plans:**

#### **1. What can be done to improve the operation of the unit?**

The Admissions and Retention staff has a group of dedicated, hardworking staff who take pride in giving students individual attention and support. The unit is committed to meeting the increased demands of students and to provide excellent service to our stakeholders, and discover ways to initiate new efforts to improve service.

The aptitude and attitude to seek and implement technology improvements to better serve every campus and all students are key factors to the successful operation of this unit. A continuous review of current and/or proposed technological software and hardware programs that will improve efficiency of admissions and records delivery systems is necessary to improve operations of the unit.

Improvements to the College's website to enhance information on the enrollment process will assist in improving the operations of the unit. Providing clear, specific, and helpful information on the home page for each of the areas in Admissions and Retention will provide easier access. This would also reduce calls and emails, increasing productivity.

The department must find ways to train and cross train to ensure that staff at every campus is knowledgeable of all policies and are able to implement and process those policies effectively and efficiently.

To prepare for the future and manage current processes and applications, it will be important for the director and the staff to anticipate and adapt to higher levels of technical proficiency. This can be completed through debriefing meetings after each registration period and internal auditing of the department's processes.

**2. What are the desired Student Learning Outcomes/Program Learning Outcomes/Service Unit Outcomes for each unit?**

The Admissions & Retention Department will operate in full compliance of the Alabama Community College System policies and guidelines. Accurate processing of all student documents and records will be completed in a timely manner to support all reporting and audit requirements. Information is distributed to prospective students at high school visits, career and college fairs, and at community events. Students will be made aware of the many program offerings at Jefferson State Community College.

The Admissions & Retention Department will provide students with the knowledge to complete the registration process. Students will be informed and prepared to complete the enrollment process. Students will receive academic advising regarding course selection for their prospective major.

With technology, students will have the ability to complete the online admissions process. Students will receive complete and accurate information via email, telephone, or in-person in a prompt and friendly manner.

Information on all programs and services offered by the College will be distributed to prospective students at high school visits, career and college fairs, and at community events.

**3. What equipment/resources are needed to accomplish the unit's goals and objectives?**

Currently, there is one scanner for the processing of documents and it is shared with Financial Aid. The department would like to purchase an additional scanner for BDMS processing at the Shelby-Hoover Campus. In addition, the purchase of nine portal scanners at the front desk at each campus and one for dual enrollment would eliminate the need to make copies of documents and later scan them into Xtender as a separate process.

A laptop computer for the International Coordinator would allow her easier and complete access to International student files at each campus.

TV monitors are requested to assist in the delivery of timely and accurate information as student's visit and wait to be assisted in Enrollment Services at each campus.

**4. Are there any goals or objectives that were not completed from previous years that should be included in the new plan?**

The department will continue its goal to collaborate with Financial Aid on the implementation of an Enrollment Resource Information Center, which will utilize cross training of staff to strengthen the delivery of accurate information to current and prospective students.

**5. Can the performance of the unit be addressed by professional development?**

Professional development through participation in conferences, webinars, and training sessions is essential to equip the staff with knowledge of best practices, as well as opportunities to highlight successes of the college. In addition, the performance of the unit can be addressed by professional development. Productivity and efficiency could be improved if the staff were provided with more opportunities to develop their computer skills and receive formal and advanced training in emerging applications and policies in the admissions, records and advising areas. Additionally, continuous training is necessary to build comprehensive knowledge of job related policies. Interdepartmental training with the Financial Aid Office and the Office of Articulation could be beneficial in promoting consistent application of policies and procedures across offices, which are closely linked in assisting students.

## **Unit Goals for 2015-2016**

**Goal 1: To increase student enrollment by providing accurate and reliable information to prospective Jefferson State students at high schools, college fairs, and community events in our service area.**

### **Objectives**

- a. Increase the number of visits to high schools, college fairs, and community events in the Jefferson State service area.
- b. Conduct an appreciation luncheon for high school counselors in all school systems in our service area.
- c. Provide counselors with up to date information on transfer and career programs at Jefferson State.
- d. Develop an in house computer program that will help our recruiters to better track and respond to potential Jefferson State students and their enrollment interests.
- e. Develop community service activities and provide outreach opportunities to the constituents in our service area.
- f. Collaborate with Financial Aid to develop and host College Knowledge/College Prep days for middle and high school students.
- g. Use technology to recruit, communicate with, and enroll students at Jefferson State.
- h. Increase the number of campus tours offered to potential students.
- i. Develop and pilot Jefferson State Preview Days.
- j. Develop the Recruiting Webpage and social media sites so that future students will have a point of contact.
- k. Ensure that Jefferson State participates in high school fairs, college fairs, and community events by providing potential students with Jefferson State paraphernalia (shirts, pens, pencils, pennants, wristbands, etc.).
- l. Contact students who applied for admissions but did not enroll in courses.
- m. Send letters to every graduating senior in the College's service area.
- n. Use alumni and students to assist with recruiting efforts.

### **Method of Assessment**

- a. Survey counselors to determine the needs of the constituents in the College's service areas.
- b. Monitor the number of completed applications for each term and follow up with potential students accordingly.
- c. Monitor weekly production summary.
- d. Monitor the number of potential students at high school, college fairs, and community events, interest cards, phone calls, emails, and walk-ins.
- e. Use IRIR to track student registration and enrollment to the college.

### **Additional Funding Requests**

- a. Funding of \$20,000 is necessary to update the JSCC view books.
- b. Funding is requested to host the Counselor Appreciation luncheon for all counselors in the College's service area.
- c. Funding of \$25,000 is requested for promotional items. Includes NSO, Dual Enrollment, and Get on Board Days.
- d. Funding of \$2,000 for Jefferson State College Preview Day at each campus.

### **Goal 2: To implement an effective communication plan for prospective and current DE students.**

#### **Objectives**

- a. Provide high school counselors with a DE handbook, which would include information on the policies and procedures for DE admission.
- b. Provide information packets on benefits of DE and admission policies to the parents of prospective students.
- c. Email a review of DE policies to current and continuing students.

#### **Methods of Assessment**

- a. Email a survey to high school counselors to assess their understanding of DE policies and procedures, as well as their level of satisfaction.
- b. Mail surveys to parents of DE students to assess their understanding of DE policies and their level of satisfaction.
- c. Conduct an in-class survey of DE students to assess their level of satisfaction with the program.

### **Additional Funding Requests**

- a. Funding is needed to develop and print the handbook and marketing materials (estimated cost \$2,500).
- b. Funding is also needed for printing and mailing paper surveys to parents (estimated cost \$500/semester).

### **Goal 3: To increase DE student retention and success.**

#### **Objectives**

- a. Establish a required New Student Orientation (NSO) program for DE students to include on-campus, online, and high school session options.

- b. Include a NSO session on academic success in college with information on campus resources.
- c. Provide students with information on deadlines and procedures for dropping a course.
- d. Explain how the college credits earned through DE are the beginning of their college academic history.
- e. Collaborate with DE instructors and high school counselors to determine student progress at mid-term.

**Method of Assessment**

- a. Students will complete a satisfaction survey at the conclusion of NSO and each individual session, preferably an e-survey that can be accessed on their mobile devices.
- b. Assess student understanding of information shared through quick in-session quizzes.
- c. Request attendance reports from DE instructors and notify the high school counselors of students who are not attending their DE courses.
- d. E-mail students who are not attending to determine if they are still able to participate.

**Additional Funding Requests – provide an estimate of the cost of achieving the objective.**

- a. Development of a NSO for DE students will require funding for promotion and session materials, as well as refreshments and college paraphernalia (JSCC t-shirts, cups, pencils, etc.) This funding is included in **Goal 1**.

**Goal 4: Enhance communication and outreach of the Records office among students, faculty, and staff.**

**Objectives**

- a. Confirmation emails sent to students upon receipt of any records documents (ex. college/high school transcripts, course forgiveness, withdrawals).
- b. Confirmation email sent to the student and the faculty once a grade change has been processed.
- c. Create a Records section on the website.
- d. Annual training sessions for faculty and staff.
- e. Implement AUTOMIC for batch processing of transcripts and end of term processes.

**Method of Assessment**

- a. Create a survey that students complete at the end of registration that monitor student understanding of procedures and clarity of website.
- b. Survey faculty regarding records procedures.

- c. Monitor the processing time for transcript request.

#### **Additional Funding Requests**

No additional funding is necessary to complete this goal.

### **Goal 5. Increase the number of international students at Jefferson State.**

#### **Objectives**

- a. Continue outreach programs to local and state community groups.
- b. Solicit recruiting agents to represent Jefferson State to overseas prospects.
- c. Create overseas recruitment opportunities.
- d. Establish infrastructure and retention support for international and multicultural population.
- e. Streamline admissions processing for International Students or those with overseas educational credentials for smooth application processing.
- f. Increased collaborations with community groups/organizations to establish a reputation with the multicultural community as to our openness and support of the community needs.

#### **Method of Assessment**

- a. Evaluate growth and maintained enrollment numbers of international students (Year 1/Year 2).
- b. Evaluate growth and maintained enrollment number of multicultural students (Surveys and stats) – Year 1/Year 2.
- c. Survey student body on interests and needs in areas of multicultural/diversity growth. Set expectations and outcomes based upon this and then do post event/seminar evaluations.

#### **Additional Funding Requests**

- a. \$1,000 for programming budget for International and multicultural programs and events.
- b. \$3,000 for recruitment depending upon the amount and level of travel.
- c. \$510 for NAFSA Manual.

### **Goal 6: To create tutorial videos available on our webpage to assist students as they navigate through the Enrollment Services process.**

#### **Objectives**

- a. Provide videos to explain the application process.

- b. Provide videos to explain services available in Self Services Banner such as how to check grades, how to request a transcript, and how to apply for graduation.
- c. Provide videos to explain the Degree Works audit system.

**Method of Assessment**

- a. Feedback from students, faculty, and staff.
- b. Compare log of calls from previous months/years to see if there is a reduction.
- c. Include information about videos in a student satisfaction survey.
- d. Create a completion certificate for students who view the online new student orientation and create a survey for these students to complete.

**Additional Funding Requests**

- a. We have resources and staff who can create videos. Funding would be necessary if we utilize outside professionals to make videos.

**Goal 7: To provide effective communication between the college and current and prospective students to enhance and increase students’ knowledge of college policies and procedures.**

**Objectives**

- a. Provide personalized communication to enhance transition to JSCC.
- b. Provide electronic messages to students to ensure students are aware of changes in policies.
- c. Provide continuous flow of information to students visiting Enrollment Services at each campus.
- d. Provide 24 hour and online access to the department’s services and forms.

**Method of Assessment**

- a. Review of advising, admissions, records, and recruiting emails.
- b. Feedback from Student Satisfaction Service survey.
- c. Feedback from Student Experience Survey.
- d. Feedback from students, faculty, and staff.

**Additional Funding Requests**

- a. Funding is necessary to purchase 8 (32”) monitors for placement in Enrollment Services at each Campus at a cost of \$400 each.

**Goal 8: Embrace and strengthen the use of technology through Professional Development.**

**Objectives**

- a. Continue to provide staff training for Internet Native Banner (INB) and Self-Service Banner (SSB).
- b. Organize individual and task-related training sessions.
- c. Update Banner procedural guidebook for the staff.
- d. Attend Faculty departmental meetings to provide presentations for SSB and information sessions.
- e. Provide BANNER orientation and training sessions for all new faculty and staff.
- f. Learn the functionality of other Banner modules, specifically Financial Aid.
- g. Continue to collaborate with IT Student Administrator to develop ARGOS to its fullest.
- h. Attend national, regional, and state professional conferences to ensure professional development in the knowledge and utilization of technological trends and updates.

### **Method of Assessment**

- a. Software and hardware equipment is purchased.
- b. Staff will be fully knowledgeable on all current Banner processes
- c. Staff utilizes Banner to implement Admissions & Records processes.
- d. Staff will have online resource for all procedures.
- e. Staff can advise students on general Financial Aid.
- f. Procedural manuals for integrated cross training.
- g. New reports are available in ARGOS.
- h. Feedback from staff on the functionality of ARGOS reports.
- i. Staff will have knowledge of current technological trends in the all student areas of the department.
- j. Staff will attend BANNER Summit and Alabama BANNER User Group conferences.

### **Additional Funding Requests**

- a. Funding is necessary for the purchase of five portable scanners @ 250.00 each.
- b. Funding is necessary to maintain memberships in professional organizations and to attend conferences at the state, regional and national levels.
  - \$440 for NAFSA membership
  - \$120 for SACRAO membership
  - 225 for NACEP
  - \$600 for NACADA
  - \$1105 for AACRAP
  - \$100 for ALACRAO
- c. Funding is necessary to maintain memberships in professional organizations and to attend conferences at the state, regional and national levels. Estimated funding includes:

\$1,600 for staff (4) to attend ALACRAO;  
\$1,800 for staff (1) to attend SACRAO;  
\$2,000 for staff (1) to attend AACRAO;  
\$2,500 for staff (1) to attend NACADA;  
\$2,000 for 6 advisors to attend the Alabama Advising conference; and  
\$4,000 for staff (2) to attend the ELLUCIAN LIVE (BANNER Summit);  
\$1000 for staff (3) to attend ALBUG conference;  
\$1000 for staff (1) to attend regional conference for NAFSA

**Goal 9: Ensure that all students have access to academic advising services.**

**Objectives**

- a. Educate students on the use Degree Works.
- b. Guide the student in understanding degree requirements for their selected major.
- c. Help students to understand college policies and procedures.
- d. Assist students to monitor and evaluate their academic progress.
- e. Help students plan an educational program consistent with their interests and abilities.
- f. Develop an Academic Advising Committee.
- g. Develop advising materials.
- h. Develop strategies to monitor and track student progress.
- i. Develop strategies to provide better advisement in the NSO process.
- j. Develop an Academic Advising Survey.

**Methods of Assessment**

- a. Students will understand and be able to use Degree Works and understand the requirements necessary to earn an associate degree for their major.
- b. Students will have knowledge of and be able to apply college policies to their specific circumstance.
- c. Students will register for courses in a timely manner in order to graduate within the appropriate period.
- d. Students will have short and long-term goals to complete their educational program.
- f. Student will have two-year plans that outline the course matriculation.
- e. Student Experience Survey.
- f. Student Satisfaction Survey.

**Additional Funding Requests**

- a. No additional funding request is necessary.

**Goal 10: Equip new students with the knowledge to become proficient in the use of Jefferson State resources and ease their transition to college.**

**Objectives**

- a. Promote New Student Orientation (NSO) and enhance the online registration for new student orientation process.
- b. Create a new student guide to college resources. Include all the services the college provides and instructions to access.
- c. Promote opportunities to become a part of the JSCC campus activities and organizations.
- d. Provide academic advising for every student attending NSO.
- e. Provide instruction on navigation of Self-service Banner.
- f. Identify student rights and responsibilities as outlined in *Jefferson State Community College Catalog and Student Handbook*.
- g. Provide a welcoming atmosphere for students and their families to meet faculty, staff, current students, and other new students.

**Method of Assessment**

- a. Students will understand the importance of registering for and attending NSO.
- b. Students will be introduced to college services that support their academic goals (Example: library, student services, security, and bookstore).
- c. Students will be familiar with campus organizations and clubs.
- d. Students will understand the purpose of academic advising and course selection.
- e. Students will understand how to navigate BANNER and the registration process.
- f. Students will know how to access the college policies and procedures.
- g. Students and their families will feel welcome and excited about their decision to attend Jefferson State.

**Additional Funding Requests**

- a. Funding estimate to provide refreshments and college paraphernalia (Example: JSCC t-shirts, cups, pencils) to students. Funding is requested in Goal 1.

**Goal 11: Collaborate with Financial Aid to research the development of an Enrollment Resource Information Center**

**Objectives**

- a. Promote Cross-Training from all departments on campus. Provide training for all L-19 and front desk personnel in all areas pertaining to enrollment services information to include, but not limited to, Admissions, Records, Advising and Financial Aid.
- b. Strengthen the use of technology to answer questions via email & telephone. Train Admissions & Retention staff to answer emails and phone calls regarding a student's status in admissions, records, Veteran Affairs and financial aid.

- c. Engage Campus Visitors. Train personnel to answer questions and provide accurate information to students who choose to visit any location with concerns regarding their admissions, financial aid and Veteran Affairs information.
- d. Funding for the Enrollment Resource Information Center. Request to employ full-time staff to successfully manage and operate the Enrollment Resource Information Center.

### **Method of Assessment**

- a. Obtain feedback from students regarding information provided. Student survey results will be used to determine student satisfaction; also, student complaints to administrative offices and requests to the complaint/appeals committee will be reviewed.
- b. Monitor the number of emails and phone calls that are received daily and the timely manner in which calls and emails are returned.
- c. Monitor the number of students that come in to the office with the use of a sign in system. This method will allow us to better determine if students are utilizing the technology that has been implemented for faster and effective service.
- d. Successful operation of the Enrollment Resource Information Center to meet the needs of students. Student survey results will be used to determine student satisfaction; also, student complaints to administrative offices and requests to the complaint/appeals committee will be reviewed.

### **Additional Funding Requests**

- a. There is no additional funding needed outside of the current budget.

## **Unit Goals 2016-2017**

**Goal 1: Continue to increase student enrollment by providing accurate and reliable information to prospective Jefferson State students at high schools, college fairs, and community events in our service area.**

### **Objectives**

- a. Increase the number of visits to high schools, college fairs, and community events in the Jefferson State service area.
- b. Conduct an appreciation luncheon for high school counselors in all school systems in our service area.
- c. Provide counselors with up to date information on transfer and career programs at Jefferson State.
- d. Develop an in house computer program that will help our recruiters to better track and respond to potential Jefferson State students and their enrollment interests.
- e. Develop community service activities and provide outreach opportunities to the constituents in our service area.
- f. Collaborate with Financial Aid to develop and host College Knowledge/College Prep days for middle and high school students.
- g. Use technology to recruit, communicate with, and enroll students at Jefferson State.
- h. Increase the number of campus tours offered to potential students.
- i. Develop and pilot Jefferson State Preview Days.

- j. Develop the Recruiting Webpage and social media sites so that future students will have a point of contact.
- k. Ensure that Jefferson State participates in high school fairs, college fairs, and community events and providing potential students with Jefferson State paraphernalia (shirts, pens, pencils, pennants, wristbands, etc.).
- l. Contact students who applied for admissions but did not enroll in courses.
- m. Send letters to every graduating senior in the College's service area.
- n. Use alumni and students to assist with recruiting efforts.

**Method of Assessment**

- a. Surveys to determine the needs of the constituents in the College's service areas.
- b. Monitor the number of completed applications for each term and follow up with potential students accordingly.
- c. Monitor weekly production summary.
- d. Monitor the number of potential students we meet at high school, college fairs, and community events, interest cards, phone calls, emails, and walk-ins.
- e. Use IRIR to track student registration and enrollment to the college.

**Additional Funding Requests**

- a. Funding of \$20,000 is necessary to update the JSCC view books.
- b. Funding is requested to host the Counselor Appreciation luncheon for all counselors in the College's service area.
- c. Funding of \$25,000 is requested for promotional items. This request includes items for NSO, DE Orientation, and Get On Board Days.
- d. Funding is requested for \$2,000 for Jefferson State College Preview Day at each campus.

**Goal 2: Continue to implement an effective communication plan for prospective and current DE students.**

**Objectives**

- a. Provide high school counselors with a DE handbook, which would include information on the policies and procedures for DE admission.
- b. Provide information packets on benefits of DE and admission policies to the parents of prospective students.
- c. E-mail a review of DE policies to current and continuing students.

**Method of Assessment**

- a. E-mail a survey to high school counselors to assess their understanding of DE policies and procedures, as well as their level of satisfaction.
- b. Mail surveys to parents of DE students to assess their understanding of DE policies and their level of satisfaction.
- c. Include a survey in the student policy review e-mail to assess their understanding of DE policies.

- d. Conduct an in-class survey of DE students to assess their level of satisfaction with the program.

#### **Additional Funding Requests**

- a. Funding is needed to develop and print new information materials for DE, including the handbook and marketing materials (estimated cost \$2,500).
- b. Funding is also needed for printing and mailing paper surveys to parents (estimated cost \$500/semester).

### **Goal 3: Continue to increase DE student retention and success.**

#### **Objectives**

- a. Establish a required New Student Orientation (NSO) program for DE students to include on-campus, online, and at the high school session options.
- b. Include a NSO session on academic success in college with information on campus resources.
- c. Provide students with information on deadlines and procedures for dropping a course.
- d. Explain how the college credits earned through DE are the beginning of their college academic history.
- e. Collaborate with DE instructors and high school counselors to determine student progress at mid-term.

#### **Method of Assessment**

- a. Students will complete a satisfaction survey at the conclusion of NSO and each individual session, preferably an e-survey that can be accessed on their mobile devices.
- b. Assess student understanding of information shared through quick in-session quizzes.
- c. Request attendance reports from DE instructors and notify the high school counselors of students who are not attending their DE courses.
- d. E-mail students who are not attending to determine if they are still able to participate.

#### **Additional Funding Requests**

- a. Development of a NSO for DE students will require funding for promotion and session materials, as well as refreshments and college paraphernalia (JSCC t-shirts, cups, pencils, etc.) Funding is included in Goal 1.

### **Goal 4: Enhance communication and outreach of the Records office among students, faculty, and staff.**

#### **Objectives**

- a. Confirmation emails sent to students upon receipt of any records documents (ex. college/high school transcripts, course forgiveness, withdrawals).
- b. Confirmation email sent to the student and the faculty once a grade change has been processed
- c. Create a Records section on the website.
- d. Annual training sessions for faculty and staff.
- e. Implement AUTOMIC for batch processing.

#### **Method of Assessment**

- a. Create a survey that students complete at the end of registration that monitor students understanding of procedures and clarity of website.
- b. Survey faculty regarding records procedures
- c. Monitor the processing time for transcript request

**Additional Funding Requests**

No additional funding is necessary to complete this goal.

**Goal 5. Continue to recruit and increase the number of international students at Jefferson State**

**Objectives**

- a. Continue outreach programs to local and state community groups.
- b. Solicit recruiting agents to represent Jefferson State to overseas prospects.
- c. Create overseas recruitment opportunities by taking advantage of cost sharing programs available to community colleges through the U.S. Department of Commerce.
- d. Seek markets which are emerging and aware of community colleges.
- e. Establish infrastructure and retention support for international and multicultural population.
- f. Streamline admissions processing for International Students or those with overseas educational credentials for smooth application processing.
- g. Increased collaborations with community groups/organizations to establish a reputation with the multicultural community as to our openness and support of the community needs.
- h. Continue to reach out to nonprofits that serve the immigrant/non-immigrant/and multicultural communities in Birmingham region.
- i. Make corporations aware of offerings available through the institution supporting multicultural populations (if these grow through our corporate and community education program).
- j. Continue to build ties with the GED/Adult Literacy program to support students needs.
- k. Reach out to faculty and staff to be a resource to them supporting our multicultural students.

**Method of Assessment**

- a. Evaluate growth and maintained enrollment numbers of international students (Year 1/Year 2).
- b. Evaluate growth and maintained enrollment number of multicultural students (Surveys and stats) – Year 1/Year 2.
- c. Survey student body on interests and needs in areas of multicultural/diversity growth. Set expectations and outcomes based upon this and then do post event/seminar evaluations.

**Additional Funding Requests**

- a. \$1000 for programming budget for International and multicultural programs and events.
- b. \$3,000 for recruitment depending upon the amount and level of travel supported by the institution for recruitment and/or costs available for agents. There are

- opportunities for some grants or discounts in the 1<sup>st</sup> year with some programs since this is our first time, but this would increase as we continue.
- c. \$510 for NAFSA Manual - \$440 for NAFSA membership.
  - d. Travel/cost for regional conference for NAFSA: Association of International Educators.

**Goal 6: Evaluate and update tutorial videos to assist students as they navigate through the Enrollment Services process.**

**Objectives**

- a. Provide videos to explain the application process.
- b. Provide videos to explain services available in Self Services Banner such as how to check grades, how to request a transcript, and how to apply for graduation.
- c. Provide videos to explain the Degree Works audit system.

**Method of Assessment**

- a. Feedback from students, faculty, and staff.
- b. Compare log of calls from previous months/years to see if there is a reduction.
- c. Include information about videos in a student satisfaction survey.
- d. Create a completion certificate for students who view the online new student orientation and create a survey for these students to complete.

**Additional Funding Requests**

No additional funding requests.

**Goal 7: Evaluate and continue to provide effective communication between the college and current and prospective students to enhance and increase students' knowledge of college policies and procedures.**

**Objectives**

- a. Provide personalized communication to enhance transition to JSCC.
- b. Provide electronic messages to students to ensure students are aware of changes in policies.
- c. Provide continuous flow of information to students visiting Enrollment Services at each campus.
- d. Provide 24 hour and online access to the department's services and forms.

**Method of Assessment**

- a. Review of advising, admissions, and records email requests.
- b. Feedback from Student Satisfaction Service survey.
- c. Feedback from Student Experience Survey.
- d. Feedback from students, faculty, and staff.
- e. Students will have continuous access forms and services.

### **Additional Funding Requests**

No additional funding is requested.

### **Goal 8: Continue to strengthen the use of technology through Professional Development**

#### **Objectives**

- a. Continue to provide on-going group training for the staff Internet Native Banner (INB) and Self-Service Banner (SSB).
- b. Organize individual and task-related training sessions.
- c. Update Banner procedural guidebook for the staff.
- d. Attend Faculty departmental meetings to provide presentations for SSB and question and answer session.
- e. Provide BANNER orientation and training sessions for all new faculty and staff.
- f. Learn the functionality of other Banner modules, specifically Financial Aid.
- g. Continue to collaborate with IT Student Administrator to develop ARGOS to its fullest.
- h. Attend national, regional and state professional conferences to ensure professional development in the knowledge and utilization of technological trends and updates.

#### **Method of Assessment**

- a. Staff will be fully knowledgeable on all current Banner processes.
- b. Staff utilizes Banner to implement Admissions & Records processes.
- c. Staff will have online resource for all procedures.
- d. Staff can advise students on general Financial Aid.
- e. Procedural manuals for integrated for cross-training.
- f. New reports are available in ARGOS.
- g. Feedback from staff on the functionality of ARGOS reports.
- h. Staff will have knowledge of current technological trends in the all student areas of the department.
- i. Staff will attend BANNER Summit and Alabama BANNER User Group conferences.

### **Additional Funding Requests**

- a. Funding is necessary to maintain memberships in professional organizations and to attend conferences at the state, regional and national levels.
  - \$440 for NAFSA membership
  - \$120 for SACRAO membership
  - 225 for NACEP
  - \$600 for NACADA
  - \$1105 for AACRAP
  - \$100 for ALACRAO
- b. Funding is necessary to maintain memberships in professional organizations and to attend conferences at the state, regional and national levels. Estimated funding includes:

\$1,600 for staff (4) to attend ALACRAO;  
\$1,800 for staff (1) to attend SACRAO;  
\$2,000 for staff (1) to attend AACRAO;  
\$2,500 for staff (1) to attend NACADA;  
\$2,000 for advisors (6) to attend the Alabama Advising conference; and  
\$4,000 for staff (2) to attend the ELLUCIAN LIVE (BANNER Summit); and  
\$1000 for staff (3) to attend ALBUG conference.

**Goal 9: Continue to monitor and ensure that all students have access to academic advising services.**

**Objectives**

- a. Educate students on the use Degree Works.
- b. Guide the student in understanding degree requirements for their selected major.
- c. Help students to understand college policies and procedures.
- d. Assist students to monitor and evaluate their academic progress.
- e. Help students plan an educational program consistent with their interests and abilities.
- f. Develop an Academic Advising Committee.
- g. Develop advising materials.
- h. Develop strategies to monitor to track student progress.
- i. Develop strategies to provide better advisement in the NSO process.
- j. Implement the Academic Advising Survey.

**Methods of Assessment**

- a. Students will understand and be able to use Degree Works to understand the requirements necessary to earn an associate degree for their major.
- b. Students will be have knowledge of and be able to apply college policies to their specific circumstance.
- c. Students will register for courses in a timely manner in order to graduate within the appropriate period.
- d. Students will have short and long-term goals to complete their educational program.
- f. Student will have two-year plans that outline the course matriculation.
- e. Student Experience Survey.
- f. Student Satisfaction Survey.

**Additional Funding Requests**

No additional funding requests are necessary.

**Goal 10: Continue to equip new students with the knowledge to become proficient in the use of JSCC resources and ease their transition to college.**

**Objectives**

- a. Promote New Student Orientation (NSO) and enhance the online registration for new student orientation process.

- b. Create a new student guide to college resources. Include all the services the college provides and instructions to access.
- c. Promote opportunities to become a part of the JSCC campus activities and organizations.
- d. Provide academic advising for every student attending NSO.
- e. Provide instruction on navigation of Self-service Banner.
- f. Identify student rights and responsibilities as outlined in *Jefferson State Community College Catalog and Student Handbook*.
- g. Provide a welcoming atmosphere for students and their families to meet faculty, staff, current students, and other new students.

### **Method of Assessment**

- a. Students will understand the importance of registering for and attending NSO.
- b. Students will be introduced to college services that support their academic goals (Example: library, student services, security, and bookstore).
- c. Students will be familiar with campus organizations and clubs.
- d. Student will understand the purpose of academic advising and course selection.
- e. Student will understand how to navigate BANNER and the registration process.
- f. Student will know how to access the college policies and procedures.
- g. Students and their families will feel welcome and excited about their decision to attend Jefferson State.

### **Additional Funding Requests**

Funding estimate to provide refreshments and college paraphernalia (Example: JSCC t-shirts, cups, pencils) to students. Funding will continue to be requested through Goal 1.

## **Goal 11: Continue to collaborate with Financial Aid to research the development of an Enrollment Resource Information Center**

### **Objectives**

- a. Promote Cross-Training from all departments on campus. Provide training for all L-19 and front desk personnel in all areas pertaining to enrollment services information; this is to include but not limited to, Admissions, Records, Advising and Financial Aid.
- b. Strengthen the use of technology to answer questions via email & telephone. Train Admissions & Retention staff to answer emails and phone calls regarding a student's status in admissions, records, Veteran Affairs and financial aid.
- c. Engage Campus Visitors. Train personnel to answer questions and provide accurate information to students who choose to visit any location with concerns regarding their admissions, financial aid and Veteran Affairs information.
- d. Funding for the Enrollment Resource Information Center. Request to employ full-time staff to successfully manage and operate the Enrollment Resource Information Center.

### **Method of Assessment**

- a. Obtain feedback from students regarding information provided. Student survey results will be used to determine student satisfaction; also, student complaints to administrative offices and requests to the complaint/appeals committee will be reviewed.
- b. Monitor the number of emails and phone calls that are received daily and the timely manner in which calls and emails are returned.
- c. Monitor the number of students that come in to the office with the use of a sign in system. This method will allow us to better determine if students are utilizing the technology that has been implemented for faster and effective service.
- d. Successful operation of the Enrollment Resource Information Center to meet the needs of students. Student survey results will be used to determine student satisfaction; also, student complaints to administrative offices and requests to the complaint/appeals committee will be reviewed.

### **Additional Funding Requests**

- a. There is no additional funding needed outside of the current budget.