**Unit Strategic Plan**

**2017- 2019**

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: Admissions & Retention**

**Mission Statement for Admissions & Retention**

The mission of the ARO Office is to provide accurate information to prospective and current students, faculty and staff and all other constituents of the college. The ARO 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 ARO 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 would like to increase student access to its services through the streamlining and automating of many of the functional services. To enhance access the department plans to offer customer services training in addition to a comprehensive annual training for all staff members.

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@jeffersonstate.edu, records@ jeffersonstate.edu, advising jeffersonstate.edu, and dualenrollment@ jeffersonstate.edu. Both current and prospective students may submit inquires to these emails. An auto-response is sent and all emails are answered 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**

|  |  |  |
| --- | --- | --- |
| Academic Year | Number of Online Admissions Applications | Number of Admissions Applications |
| 2012 – 2013 | 20,589 | 21,686 |
| 2013 – 2014 | 19,110 | 20,114 |
| 2014 – 2015 | 18,745 | 19,635 |
| 2015 – 2016 | 19,902 | 21,044 |
| 2016 – 2017 | 20,916 | 21,854 |

Access to Jefferson State is through the College’s admissions process. The Admissions Office processed 11,664 admission applications for the fall of 2017. This is a 1.8% increase from the amount of applications processed for the fall of 2016. The application trend based on admit type remained the same. First-Time College High School Graduate yielded the most applications, trailed by Transfer and Dual Enrollment. Access for Dual Enrollment students has shown improvement since the implementation of the online dual enrollment application.

**Productivity and Effectiveness**

Productivity and effectiveness of the department increased as a result of filling three vacant positions which include Dual Enrollment Coordinator and two Recruiting and Student Activities Coordinators. Additionally, a Career Coach position was created. The added 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 ARO 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 ARO 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**

The ARO Office (ARO), serves an extremely broad population and its constituency includes both currently enrolled and prospective students. In an effort to determine the effectiveness of the services provided, the ARO utilizes student feedback through the administration of the Student Satisfaction Survey and the New Student Orientation (NSO) survey. These surveys may not be representative of the entire student population and, therefore, are used for limited informational purposes. The Student Satisfaction Survey and the Student Experience Survey were comparable in the information it sought regarding admissions, registration, and academic advising. However, the Student Experience Survey is administered online and reaches a larger population of students. After consulting with the office of Institutional Research, Information, and Records (IRIR), the unit decided to dispense the administration of the Student Satisfaction Survey beginning with the 2014-2015 academic year. 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 | 2012-2013 | 2013-2014 | 2014-2015 |
| Students completing Student Satisfaction Survey | 439 | 430 | 425 |
| Students satisfied or extremely satisfied with admissions | 90% | 89% | 89% |
| Students satisfied or extremely satisfied with knowledge and competency of staff | 80% | 85% | 84% |
| Students satisfied or extremely satisfied with the convenience of hours open | 82% | 81% | 82% |
| Students satisfied or extremely satisfied with response time to questions and concerns | 71% | 73% | 75% |
| Students satisfied or extremely satisfied with the availability of information before enrolling | 74% | 75% | 74% |
| Students satisfied or extremely satisfied on the ease of understanding materials | 79% | 76% | 78% |
| Students satisfied or extremely satisfied with the ease/convenience of registering | 80% | 80% | 79% |
| Students satisfied or extremely satisfied with online admissions | 72% | 73% | 72% |
| Students satisfied or extremely satisfied with ease in sending a transcript | 69% | 70% | 68% |
| Students satisfied or extremely satisfied with the friendliness and courtesy of advisors | 80% | 82% | 81% |
| Students satisfied or extremely satisfied with the knowledge and competence of advisors | 76% | 75% | 76% |
| Students satisfied or extremely satisfied with the convenience of open hours | 78% | 75% | 77% |
| Students satisfied or extremely satisfied that advisors are available when needed | 72% | 71% | 70% |
| Students satisfied or extremely satisfied with the accuracy of information received | 74% | 73% | 72% |
| Students satisfied or extremely satisfied with knowledge of the STARS/Transfer programs. | 63% | 62% | 60% |
| Students satisfied or extremely satisfied with knowledge of career programs | 63% | 60% | 61% |

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.

**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.

**Fall 2015 Student Experience Survey**

* Of the 1,995 respondents to admissions process satisfaction, 82.2% were satisfied or very satisfied.
* Of the 1,995 respondents to registration process satisfaction, 84.2% were satisfied or very satisfied.
* Of the 1,995 respondents to academic advising process satisfaction, 76.2% were satisfied or very satisfied.
* Of the 1,995 respondents to academic advisors’ availability satisfaction, 76.8% were satisfied or very satisfied.
* Of the 1,995 respondents to advisors’ knowledge of program requirements satisfaction, 77.9% were satisfied or very satisfied.
* Of the 1,995 respondents to student organizations (clubs and SGA) satisfaction, 67% were satisfied or very satisfied.
* Of the 1,995 respondents to overall satisfaction with out-of-class student activities, 69.5% were satisfied or very satisfied.
* Of the 1,995 respondents to new student orientation satisfaction, 78.5% were satisfied or very satisfied.
* Of the 1,995 respondents, 28.1% take the majority of their classes at the Jefferson campus.
* Of the 1,995 respondents, 42.8% take the majority of their classes at the Shelby campus.
* Of the 1,995 respondents, 8.3% take the majority of their classes at the St. Clair Center campus.
* Of the 1,995 respondents, 8.7% take the majority of their classes at the Chilton Clanton campus.
* Of the 1,995 respondents, 12% take the majority of their classes via Internet or Distance Delivery Methods.
* Of the 1,995 respondents, 50.9% are enrolled full-time.
* Of the 1,995 respondents, 49.1% are enrolled part-time.

**Fall 2016 Student Experience Survey**

* Of the 1,633 respondents to admissions process satisfaction, 85.6% were satisfied or very satisfied.
* Of the 1,633 respondents to registration process satisfaction, 86.8% were satisfied or very satisfied.
* Of the 1,633 respondents to academic advising process satisfaction, 78.2% were satisfied or very satisfied.
* Of the 1,633 respondents to academic advisors’ availability satisfaction, 77.8% were satisfied or very satisfied.
* Of the 1,633 respondents to advisors’ knowledge of program requirements satisfaction, 78.3% were satisfied or very satisfied.
* Of the 1,633 respondents to student organizations (clubs and SGA) satisfaction, 73.4% were satisfied or very satisfied.
* Of the 1,633 respondents to overall satisfaction with out-of-class student activities, 73.8% were satisfied or very satisfied.
* Of the 1,633 respondents to new student orientation satisfaction, 80.2% were satisfied or very satisfied.
* Of the 1,633 respondents to published class schedule satisfaction, 84.9% were satisfied or very satisfied.
* Of the 1,633 respondents to Jeff State email account satisfaction, 80.9% were satisfied or very satisfied.
* Of the 1,633 respondents to Online Services satisfaction, 87% were satisfied or very satisfied.
* Of the 1,633 respondents, 29.8% take the majority of their classes at the Jefferson campus.
* Of the 1,633 respondents, 43.1% take the majority of their classes at the Shelby campus.
* Of the 1,633 respondents, 9% take the majority of their classes at the St. Clair Center campus.
* Of the 1,633 respondents, 8.5% take the majority of their classes at the Chilton Clanton campus.
* Of the 1,633 respondents, 9.6% take the majority of their classes via Internet or Distance Delivery Methods.
* Of the 1,633 respondents, 50.2% are enrolled full-time.
* Of the 1,633 respondents, 49.8% are enrolled part-time.
* Of the 1,633 respondents, 19.6% have been enrolled for one term.
* Of the 1,633 respondents, 40.1% have been enrolled for two-three terms.
* Of the 1,633 respondents, 40.2% have been enrolled for four or more terms.

**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 innovative 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 AUTOMIC software was fully implemented in all areas of the ARO unit.

ARO collaborated with IT to schedule monthly Banner Student meetings with Information Technology. These meetings provide the ARO staff to bring technical problems and brainstorm innovative ideas which might require technical assistance. As a result of these monthly collaborations, many of the unit’s procedures have been streamlined. With the assistance of IT, the uploading of ACT scores was. Additionally, complete implementation of the AUTOMIC software was realized. Numerous ARGOS reports were updated including the Dual Enrollment Comprehensive Reports, and the creation of a Dual Enrollment Counselor Student report, and BSID Xtender indexing.

A new section of the student document management system, B-S-ADMN of Xtender, was implemented to automate the digital processing and management of select admission documents. This new process increases the processing time of required documents and allows students to be admitted more expediently which leads to an easier registration process.

As the unit moves forward, a proposal has been submitted which will streamline outgoing transcript through a partnership with the National Student Clearinghouse. This partnership will allow students to seamlessly move through the transcript request and delivery process. This process decreases administrative costs by automating transcript processing and allows transcript orders to be processed 24/7, 365 days a year

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.

The department plans to revamp the college’s online admission application to make it more user-friendly and simplistic for applicants. Redevelopment includes straightforward admission requirements for each admission type and clear submission methods to provide necessary admission documents.

The dual enrollment population has increased enrollment since implementing an online dual enrollment application. Additional updates will be implemented to transition the accelerated application from hard copy to online.

Updates to our website are ongoing. We will be using Tegrity software to create tutorials to demonstrate how to apply online, pay through MyJSCC, and utilize blackboard. We can use this software for internal training videos to be shared between staff. The DE program website would be improved with the addition of sections such as “benefits of participating in dual enrollment” and division of the process into stages/steps “prior to enrolling” and “after you complete your DE course.” A frequently asked question section is also needed with sections for students, parents, and high school counselors. This has become even more evident with the influx of AFWI funding, which has increased interest in dual enrollment and is likely to attract more first-generation college students. Improved functionality of the website will assist with recruitment to the DE program, but additional marketing through various media outlets will also be utilized to recruit students. We will be attempting to store CTE textbooks at a library facility and may need to consider technology for applying barcodes to the books and linking those codes with Banner accounts for check-in/check-out.

Training provided to the staff of admissions, records, and processing areas to provide better understanding of international admissions ID documents to help stream line the admissions processing/indexing of documentation. Added International Archive for record keeping due to 3-year record keeping requirements of immigration records. Continued need to expand the roll of the processing area in the F-1 document scanning/indexing.Work with processing to formalize a process in dealing with international admissions documentation and transition all records to electronic storage.

1. **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 2 scanners for the Shelby-Hoover Campus and Jefferson Campus. 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.
* Tablets are requested for Recruiting. Tablets would enable the recruiters more flexibility while visiting schools, meeting with counselors, and giving presentations at college events. They would also enable prospective students to enter their information directly into our system instead of requiring them to fill out interest cards or paper applications.
* 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 significant 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.
* Replace flatbed scanner in the admissions office at the Jefferson Campus. The current scanner is approximately 8 years old.
* College paraphernalia and promotional materials are needed for Recruiting, New Student Orientation, Dual Enrollment orientation, JSCC Preview days, You’re Your Place Days, and other ad hoc events. These materials include view books, t-shirts, brochures, pens, pencils, water bottles, wristbands, and other items.
* Continue to sustain/increase budgeting to specifically support international recruitment to try utilizing web-based recruitment tools; payment for matriculated agent referrals. Reach out to SEVIS approved High Schools (accepting F1 students) in the Central Alabama Region for recruitment opportunities. Utilize recruitment opportunities through Study Alabama.
* Funding to create and print DE recruitment materials. We will be launching a new brand and will require marketing materials to promote our launch. We will be supplying a Policies and Procedures guide and will require funds to be used for printing high quality guides. Funding for increased marketing and outreach will be needed, along with the establishment of new DE student orientation sessions. We will be bringing certain dual enrollment classes to campus as ways to expose them to Jeff State. We will require funding for promotional items, food, and other event expenses.

1. **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.

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 has enhanced the productivity of the department and allowed us to provide more excellent and efficient service to our current and prospective students.

DE is currently a staff of one full-time Coordinator, who is provided with assistance from an Office Manager from the ARO Office. Sound management and planning could improve relationships with our constituencies and possibly lead to an increased enrollment. The unit is in the process of hiring a full-time Dual Enrollment processor which will provide much needed support in the processing of DE student documents. Additional responsibilities of this individual will primarily involve the processing of admissions documents and registering students during the registration period. Outside of the registration period, this individual will be responsible for keeping the dual enrollment department in compliance with reporting standards, code students in banner, monitor unpaid balances, review discrepancy reports, and assist with other duties as assigned. It is recommended that the Dual Enrollment coordinator be supplied with a full-time office manager who is solely devoted to dual enrollment. The office manager will maintain the communication plan, manage the dual enrollment e-mail and phone line, and offer administrative support to the dual enrollment coordinator. Since the AFWI funding, 20% of total enrolled students are CTE students. The management of the AFWI funds is paramount to the interests of Jefferson State Community College. The full-time assistance of an office manager, in addition to a processor, will allow the coordinator to maintain and create new partnerships within the community, manage the funds closely and accurately, and put more attention toward CTE student’s academic success.

1. **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. ARO 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 ARO 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.

Affiliation in these organizations also assists staff in fostering leadership opportunities and provides the opportunity to showcase and present on how the area positively impacts the role of ARO in student success at Jefferson State.

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.

1. **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 3. Credit Headcount**

**Fall 2011 to Fall 2016**

|  |  |
| --- | --- |
| **Academic Year** | **Unduplicated Credit Headcount** |
| Fall 2011 | 9,466 |
| Fall 2012 | 8,887 |
| Fall 2013 | 8,551 |
| Fall 2014 | 8,518 |
| Fall 2015 | 8,826 |
| Fall 2016 | 8,943 |

**Table 4. Residency Fall 2015 & 2016**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Residency** | **Fall 2015** | | **Fall 2016** | |
| US Citizen | 8,517 | 96.5% | 8,560 | 95.7% |
| Non-Resident Alien | 161 | 1.8% | 172 | 1.9% |
| Resident Alien | 136 | 1.5% | 148 | 1.7% |
| Other | 12 | 0.1% | 9 | 0.1% |
| Unknown |  |  | 54 | 0.6% |
| Total | 8,518 |  | 8,943 |  |

**Table 5. Enrollment by Student Type for Fall 2015 & Fall 2016**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Fall 2015** | | **Fall 2016** | |
| **Student Type** | **Number** | **Percent** | **Number** | **Percent** |
| Accelerated | 35 | .4% | 26 | 0.3% |
| Dually Enrolled | 816 | 9.6% | 1,506 | 16.8% |
| First-time Freshmen | 1,655 | 19.4% | 1,706 | 19.1% |
| Other Freshman | 1,845 | 21.7% | 1,828 | 20.4% |
| Sophomores | 4,165 | 48.9% | 3,872 | 43.3% |
| Audit Only (Unclassified) | 2 | .01% | 5 | 0.1% |

**Dual Enrollment Students**

The following tables compare the enrollment and credit hours from Fall 2015-Fall 2017 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. Now that the home school associations are no longer required to operate under a cover school, fall of 2017 has yielded our highest home school presence. With home school students completing high school level requirements early, the Accelerated Program will be a viable option for their students. Student participation has been steady since Fall 2015 through Fall 2017. With valuable marketing materials, information meetings, and relationship building, the unit hopes to increase participation of Accelerated students by almost 5% by Fall 2018.

**Table 6. Dual Enrollment Fall 2015-Fall 2018**

|  |  |
| --- | --- |
| **Dual Enrollment Students** | |
| **Fall 2017** | 1670 (Projected) |
| **Fall 2016** | 1507 |
| **Fall 2015** | 1244 |

**Table 7. Accelerated High School Enrollment Fall 2012 to Fall 2015**

|  |  |
| --- | --- |
| **Accelerated High School Students** | |
| **Fall 2017** | 29 (Projected) |
| **Fall 2016** | 26 |
| **Fall 2015** | 28 |

**Table 8. Dual Enrollment/Accelerated between Fall 2006-Fall 2017**

Table 4 displays Fall terms from Fall 2006 through Fall 2017. The graph is a visual representation of the Dual Enrollment and Accelerated student’s participation trends. Fall 2017 yielded our highest enrollment for Dual Enrollment students, and some of our lowest participation for Accelerated students. Dual Enrollment has experienced steady increase since Fall 2015 through Fall 2017. It is projected that Dual Enrollment will continue to experience growth. AFWI funding has played an influential role in participation however, some course restrictions have caused a decrease in the number of credit hours taken.

**Table 9.** **Dual Enrollment/Accelerated between Spring 2007-Spring 2017**

**Table 10. Dual Enrollment/Accelerated between Summer 2007-Summer 2017**

**International Students**

Overall number of international students have dropped by 9%, though our number of F1 students has grown 4%. Attrition due to: 4 changed to Permanent residents but are still enrolled, 2 were terminated in their F1 status for failure to enroll; 3 transferred due to requirements of their Government scholarship to transition to UAB; and 15 graduated in the last 18 months. Not enough new admits replacing the number lost. Several applicants for Fall were denied their visas. The International Office will continue to work on new admits, reach out to Central Alabama High schools who have F1 students; and seek new route for recruitment.

**Table 11. Total Number of International Students**

There has been a high level of retention with the international student population. Fifteen graduated in 2016-2017; 6 went on to receive scholarships from transfer universities; 9 worked on Optional Practical Training. Slight decline in Fall 2017 attributable to 3 scholarship students (required to transfer to a 4-year university by their sponsors); and 4 were changed to Permanent Residents. Overall, the number does not reflect slight growth in F-1 population. There was an overall growth of F1 population in 2015-2016 by 25% and then in 2016-2017 by 4%.

Deferred Action students’ enrollment has increased from 97 (Fall 2016) to 122 (Fall 2017). The outreach to the Hispanic community has resulted in growth in the Latino population, but DACA has been rescinded and after 2018 this may impact the number of students enrolling from this group.

**Table 12 . International Enrollment – F1 Student Population**

1. **Facilities**

The ARO is located in Enrollment Services at each campus. There is a greater demand for space in which to service students. In addition, the majority of the admissions process, the sending and receiving of transcripts, the transcript evaluation process is completed at the Jefferson Campus. This has required the utilization of additional office space for the admissions and records processing. Additionally, the unit, along with financial aid houses 8 computers for student use.

The unit, under the leadership of the Dean of Enrollment, and in conjunction with the Financial Aid Director, examined the feasibility of moving Enrollment Services at the Jefferson Campus to the Fitzgerald Student Center. However, the decision was made to move forward with renovating the current Enrollment Services offices located on the first floor of James Allen Library. This renovation would create a more collegiate environment and assist in making serving students more efficient. The department is now housed in 2 locations. The admissions and records offices are in Fitzgerald Student Center and the academic advisors, and the international office are located with financial aid in James Allen Library. Dedicated offices and work spaces would create a more conducive and productive work environment in which to utilize staff resources. Most importantly, the renovations would greatly enhance student experiences while providing a comfortable and appealing environment for students to meet with academic advisors. Navigating the enrollment process can be challenging, especially for those students who have never done it before. As the unit strives to be more student centered, renovation of our facilities will make a positive impact on students and their families and we hope to make a smoother and more successful transition into college life for these students.

At the Shelby Campus, the move to the General Studies Building has greatly improved productivity and created a more inviting and spacious waiting area for students. However, this area still needs a more collegiate look so that it appeals to both prospective and current students.

1. **Equipment**

In order to ensure that the unit’s procedures are efficiently and effectively processed, it is necessary to purchase, rotate, and recycle computers and scanners according to the refresh cycle as designated by IT. Additional requests for equipment is based on staff external roles within the college’s service area.

Surface tablets for the Recruiting Coordinators would allow them more flexibility when at high schools and other events. Tablets would allow them to look up information for counselors, check on the status of applications, take potential student contact information directly, help students to apply, and enable the recruiters to check on the status of applications. An additional surface tablet is requested for the Associate Dean of Enrollment Services as this position, although housed at the Shelby-Hoover Campus, frequently must travel between campuses on college business. The laptops currently used by these staff could be recycled to other areas. For example, a laptop could be rotated to the

Replacement of the flatbed scanner is critical at this time as the current scanner is about 7 years. In addition, a new computer is requested as well to replace the current computer which is 10 years old. 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.

Additional computer needs at the Shelby-Hoover Campus include replacement computers for the Associate Director and an Academic advisor. The recommended replacement date has expired. Once replaced, these two computers could be recycled to the student area as all of the five computers housed in this area are at least 10 years old.

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 the Alabama Community College System and other federal, state, and national policies. 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 ARO 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 Alabama Community College System (ACCS) policies over the last few years at the state level have had a significant impact on the daily workload of the ARO. Major changes in the admissions policy required major training and updates in the daily processing of admissions documents. Additional changes in ACCS current policies are being implemented for the 2017-2018 academic year while some policies are still under review. The ARO must continuously review its daily operational procedures and local policies to ensure alignment with both College and ACCS policy.

There seems to be 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.

The rescinding of the Deferred Action Law will possibly impact the 122 DACA students currently enrolled for the 2017 fall semester. These students have varying ending dates to their status, however, all students that are eligible for renewal may do so through 2018. The international office will continue to track federal updates on the impact of the DACA changes on our students.

In addition to the TOEFL and IELTS English Proficiency exams, ACCS (800 Series Policy) added the STEP EIKEN as an acceptable test with at least a 2A score. This is increasing the tests acceptable to prove English proficiency. The international office has updated the website and all printed materials.

The college is currently in its re-certification period for the F1 program. The unit is working on this renewal with Department of Homeland Security. The following programs have been updated: Welding, Clinical Laboratory Technology to Medical Laboratory Technology and the AAS Nursing accreditation. The international office is monitoring students’ end date in Banner through the expiration hold. These are case by case basis renewals.

Funding through the AFWI will continue to have a significant impact on the number of students who participate in DE, but 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 the students and could also lead to full-time enrollments for the college once the students graduate from high school. Students who participate in DE are more likely to be successful in college and complete their degree (An, 2012).

**2015-2016 Accomplishments:**

1. Developed an inhouse database for prospective students which allows the tracking of these potential students and keep them abreast of upcoming college events, opportunities, and deadlines.
2. Expanded Get on Board Days to all four campuses with participation from clubs, organizations, honor societies, and outside organizations.
3. Began Preview Days for interested students at all four campuses.
4. Increased the number of New Student Orientation Sessions.
5. Implemented a Last Chance Orientation Session for students who missed the early sessions.
6. Updated all Enrollment Services and Retention Forms
7. Developed a comprehensive Admissions and Records policy and procedures manual.
8. Awarded grant for the Outstanding Lecturer Fund to bring International Renounced Fulbright Scholar, Dr. Catherine O’Rourke to do lectures at all 4 campuses on the Plight of Immigrant Populations in Europe; the Status of Peace in Northern Ireland

**2016-2017 Accomplishments:**

1. Hired a Career Coach.
2. Hired an Admissions Operations Supervisor.
3. Developed a comprehensive Nursing Admissions sessions for each term at every campus.
4. Implemented the “Care Calls” which helped to increase the Student Right to Know Cohort graduation rate to 13.32% for the 2014 cohort.
5. Increased F-1 enrollment from 18 students in 2014 to 48 students in 2016.
6. Set up weekly tours on the Jefferson & Shelby campuses for prospective students.
7. Opened the online application for Fall earlier to take better advantage of National College Application Week.
8. Revised and streamlined New Student Orientation to decrease the amount of time students spent in the general presentation and enable them to have more interaction with students and staff.
9. Developed an online version of the New Student Orientation general presentation for the website.
10. Collaborated with the IT Department to implement a new section of Xtender, B-S-ADMN which automated the digital processing and management of select admission documents.
11. Collaborated with Financial Aid and trained admission staff on NSLDS verification.
12. Collaborated with IT and ACT to automate the loading of ACT scores
13. Hosted a training Session for Faculty Load Team
14. Updated Banner with new SAT format
15. Automatic email notifications for transfer students on receiving and evaluation of college transcripts.
16. Provided outreach to the Latino community has resulted in a growth of Deferred Action and ESL inquires. Matriculation has risen from 75 Fall 2014 for Deferred Action students to a potential 122 for Fall 2017.
17. Successful collaboration with Gadsden State Community College to facilitate transient enrollment of 5 GSCC students in the Study Abroad trip with Kyle Irvin to Ireland. GSCC will lead the trip for 2017-2018 to Ireland.
18. Continued growth of Deferred Action Students Fall 2016 (97) to Fall 2017 (122) through successful outreach to the Latino community
19. Worked with ACCS and 4-year colleges and universities to implement Reverse Transfer
20. Full Measure Education
21. Two staff attended SACRAO and selected to participate on the Records & Registration Committee and serve on the SACRO Journal Editorial Board.
22. Collaborated with SGA and Community Outreach to develop and host a full day SGA Leadership Summit for high schools in the college’s service area.

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

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

The ARO 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 ARO 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.

Move to a fully electronic processing on all international documents and records. Develop a more formal brochure development for international recruitment.

1. **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.

The implementation of Intrusive Advising and requiring students to participate leads to student success and completion of credentials. Intrusive advising will afford the building of relationships and vested ownership of the advising process for both the student and the advisor. Additionally, advising services for these students will be enhances as they will be able to avoid long lines. This type of proactive advising program will lead to increased advising loads, however, careful and advanced planning and the reconstruction of the current advising process can also result in positive outcomes.

* DE will operate in full compliance of the Alabama Community College System policies and guidelines. All student documents and records will be processed in a timely manner to support all reporting and audit requirements. Information on the DE program and admission requirements will be distributed to prospective students at high school visits, career and college fairs, and at community events. Students will be informed and prepared to complete the DE process. The DE program will provide students, parents, and high school counselors with the instructions on completing the application, registration and payment processes. Improvements to the DE website and development of marketing materials, as noted in the Technology and Budget items under **Internal Conditions**, are key to the success of this unit. DE must be easily accessible to students, parents, and high school counselors, which begins with a strong web presence. Providing clear and helpful information on the website attracts more prospective students, but it can also reduce calls and emails, which increases productivity. Maximizing the available technologies like the BDMS would also improve operation. Additional staff would allow the operation of the DE unit to expand and most effectively manage the growth in DE enrollment.
* Continuously researching and implementing current and advanced 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 through high school visits, career and college fairs, and at community events. Recruiting staff will maintain a list of prospective students met at these events and remain in contact with them through the school year via email, telephone, and follow-up visits to the schools.
* The International Office will continue to expand the programming/outreach opportunities through the Multicultural Students Association; Training/Staff Resources regarding Multicultural students; offer overseas learning opportunities available through 4 years universities and academic departments for Study Abroad partnerships; expanded programming years round on international topics and International Education week at all 4 campuses.

1. **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.
* The current scanner utilized for the processing of Admissions Documents
* 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.
* Multimedia tablets for the recruiters would enable them to be more productive while visiting high schools and at other events.
* International Office Resources Funding - $500 to sustain membership with Student Alabama which gives us a web presence with the US Department of Commerce; US Department of Education; and OSEAS offices internationally and access to events which can expand our international reach for recruitment.

Webcam/Headphone with Microphone – Add ability to Skype and Speak through Computer with international applicants.

1. **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.

In addition, 2015-2017 goals were not met however, they are in progress at this current time. A New Student Orientation survey did not take place as previously outlined. A survey was not administered to parents, students, or counselors.

* The department will continue its goal of Counselors’ Appreciation Luncheons on all four campuses to provide accurate information to high school counselors and as well as building and developing our relationships. This will be an opportunity to express our appreciation for their continued loyalty and support of the College’s programs.
  + - Overseas recruitment opportunities were not established due to resource constraints. In addition, survey of multicultural/international student body for a need assessment. This has not yet been completed, but is in development
    - The objectives of Goal 7 will be met with the full implementation of Full Measure Education (FME). This goal will provide effective communication between the college and current and prospective students.
* Furthermore, because of the nature of the work in this department, many of the goals will be the same, however, the objectives and assessment will continually evolve**.**

1. **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**.**

Professional development through participation in conferences, webinars and training sessions hosted by NACEP provide the unit with knowledge of best practices, as well as opportunities to showcase successes of the college.

**Unit Goals for 2017-2018**

**Goal 1: Continuously review current and/or proposed technological software and hardware programs that will improve efficiency of admissions and retention delivery systems.**

**Objectives**

1. Work with the Dean of Enrollment Services to develop a mobile JSCC App through the implementation of Full Measure Education.
2. Continue to update technology to improve access of student records.
3. Increase staff ability to update and process student files in a timely manner.
4. Rotation of computers among Admissions & Retention staff.
5. Work with IT to review software updates for more effective delivery of student services.
6. Research and evaluate best practices of higher education vendors (such as Full Measure) in order to communicate to students via text to students’ smartphones and tablets.

**Method of Assessment**

1. Students will have access to Jefferson State from their smartphones through the JSCC mobile app.
2. Current and prospective students will receive timely push notifications and reminders on their mobile devices.
3. Students will be able to submit admissions documents through the mobile app.
4. The admissions processes will be streamlined.
5. Admissions and records processes will be recorded to determine whether students are accepted to the college in a timely manner.
6. The number of records processes will be monitored to ensure that transcript evaluation and other student requests are processed in the allotted period.
7. The number of student documents scanned will be assessed.
8. Monitor the requirements needed to utilize the software required to meet Admissions & Records best practices.

**Additional Funding Request**

1. Funding estimated to purchase computers for the Jefferson & Shelby Campus (4 @ 1,300.00 each = $ 5,200.00) (3 Surface computers).
2. Funding to replace flatbed scanners at the Jefferson Campus and to purchase an additional scanner at the Shelby Campus (2 @ $4100 each = $8200.00).
3. The IT department determines additional funds for software upgrades.

**Goal 2: 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**

1. Increase the number of visits to high schools, college fairs, and community events in the Jefferson State service area.
2. Conduct an appreciation luncheon for high school counselors in all school systems in our service area.
3. Provide counselors with up-to-date information on transfer and career programs at Jefferson State.
4. Provide counselors with monthly reports on students who have applied to Jefferson State and any paperwork which is still needed.
5. Maintain our in-house computer system that will help our recruiters to better track and respond to potential Jefferson State students and their enrollment interests.
6. Develop community service activities and provide outreach opportunities to the constituents in our service area.
7. Collaborate with Financial Aid to develop and host College Knowledge/College Prep days for middle and high school students.
8. Use technology to recruit, communicate with, and enroll students at Jefferson State.
9. Increase the number of campus tours offered to potential students.
10. Continue the Jefferson State Spring Preview Days on each campus, and expand them to Fall on the Jefferson and Shelby Campuses.
11. Develop the Recruiting webpage and social media sites, so that future students will have a point of contact.
12. Ensure that Jefferson State participates in high school fairs, college fairs, and community events and provides potential students with accurate information and Jefferson State paraphernalia (shirts, pens, pencils, wristbands, etc.).
13. Develop reports which will enable us to contact students who applied for admissions but did not enroll in courses.
14. Send letters to every graduating senior in the College’s service area.
15. Continue to use Ambassadors, alumni, and other student organizations to assist with recruiting efforts.

**Method of Assessment**

1. Survey counselors to determine the needs of the constituents in the College’s service areas.
2. Monitor the number of completed applications for each term and follow up with potential students accordingly.
3. Monitor the number of potential students at high school, college fairs, and community events who filled out interest cards, as well as leads gained through phone calls, emails, and walk-ins.
4. Monitor monthly production summary.
5. Use IRIR to track student registration and enrollment to the college.

**Additional Funding Requests**

1. Funding of $20,000 is necessary to update the JSCC viewbooks.
2. Funding is requested to host the Counselor Appreciation luncheon for all counselors in the College’s service area.
3. Funding of $25,000 is requested for promotional items, recruiting, and retention events. This includes NSO, Dual Enrollment, and Find your Place Days.
4. Funding of $4,500 for Jefferson State College Preview Day at Jefferson and Shelby in the Fall and at all four campuses in the Spring.

**Goal 3: To implement an effective communication plan for prospective and current DE students.**

**Objectives**

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

**Method of Assessment**

* 1. E-mail a survey to high school counselors to assess their understanding of DE policies and procedures, as well as their level of satisfaction.
  2. Mail surveys to parents of DE students to assess their understanding of DE policies and their level of satisfaction.
  3. Include a survey in the student policy review e-mail to assess their understanding of DE policies.
  4. Conduct an in-class survey of DE students to assess their level of satisfaction with the program.

**Additional Funding Requests**

* 1. Funding is needed to develop and print current information materials for DE, including the handbook and marketing materials (estimated cost $10,000).
  2. Funding is also needed for printing and mailing paper surveys to parents.

**Goal 4: To strengthen the use of technology for Dual Enrollment processing and marketing purposes.**

**Objectives**

* 1. Eliminate paper application option from Accelerated Application
  2. Redesign DE website for better flow of information, as well as adding information specific to needs of parents, students, and high school counselors.
  3. Work with Marketing to identify e-media platforms for outreach to DE students.

**Method of Assessment**

* 1. Compare the number of paper application submissions to online submissions for Fall 2015 to Fall 2016.
  2. Survey groups of DE students, parents, and high school counselors to review the DE website and adjust according to their feedback.
  3. Establish a report of number of PDF documents imported to BDMS, as opposed to scanned into BDMS.
  4. Use website statistics to monitor response to e-media outreach to DE students.
  5. Use website statistics to determine the number of students who click a link from the auto-reply email.

**Additional Funding Requests**

* + - 1. Funding may be necessary to utilize new e-media platforms (estimated cost $1,000/year).

**Goal 5: To increase DE student retention and success.**

**Objectives**

* 1. Establish a required New Student Orientation (NSO) program for DE students to include on-campus, online, and at the high school session options.
  2. Include a NSO session on academic success in college with information on campus resources.
  3. Provide students with information on deadlines and procedures for dropping a course.
  4. Explain how the college credits earned through DE are the beginning of their college academic history.
  5. Partner with DE instructors and high school counselors to determine student progress at mid-term.
  6. Develop tracking and reporting for students completing an online application but who do not complete registration

**Method of Assessment**

* 1. 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.
  2. Assess student understanding of information shared through quick in-session quizzes.
  3. Request attendance reports from DE instructors and notify the high school counselors of students who are not attending their DE courses.
  4. E-mail students who are not attending to determine if they are still able to participate.

**Additional Funding Requests**

1. 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.) (estimated cost is $10,000).

**Goal 6: To increase the number of complete admission applications.**

**Objectives**

1. List clear and concise admission requirements for each admission type the department’s landing on our website.
2. Reduce the number of links from our website to our admission application.
3. Revise content in our current communication plan to include clear and concise admission requirements for each admission type in print and electronic correspondence with students
4. Implement a new component in the communication plan to inform students of outstanding admission requirements prior to institution acceptance.
5. Develop a frequently asked question (FAQ) page on our website to enhance student understanding of our admission process.

**Method of Assessment**

1. Monitor number of complete admission applications each term.
2. Monitor types of student inquiries made by phone, e-mail or walk-in.
3. Evaluate results of Student Satisfaction Survey as they relate to Admissions.

**Goal 6: Enhance communication and outreach of the Records office among students, faculty, and staff.**

**Objectives**

a. Create a Records section on the Website

b. Annual training sessions for faculty and staff in conjunction with the Graduation Office

c. Confirmation email sent to student and the faculty once a grade change has been. processed.

**Method of Assessment**

a. Survey of Faculty regarding records grading procedure

**Additional Funding Requests**

No additional funding is necessary to complete this goal.

**Goal 7: Increase the number of international students at Jefferson State.**

**Objectives**

* 1. Continue outreach programs to local and state community groups.
  2. Solicit recruiting agents to represent Jefferson State to overseas prospects.
  3. Create overseas recruitment opportunities.
  4. Establish infrastructure and retention support for international and multicultural population.
  5. Streamline admissions processing for International Students or those with overseas educational credentials for smooth application processing.
  6. 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**

* 1. Evaluate growth and maintained enrollment numbers of international students (Year 1/Year 2).
  2. Evaluate growth and maintained enrollment number of multicultural students (Surveys and stats) – Year 1/Year 2.
  3. 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**

* 1. $1,000 for programming budget for International and multicultural programs and events.
  2. $3,000 for recruitment depending upon the amount and level of travel.
  3. $510 for NAFSA Manual.

**Goal 8: 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**

1. Feedback from students, faculty, and staff.
2. Compare log of calls from previous months/years to see if there is a reduction.
3. Include information about videos in a student satisfaction survey.
4. 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**

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

**Goal 9: To provide effective communication between the college and current and prospective students to enhance and increase students’ knowledge of college policies and procedures.**

**Objectives**

1. Provide personalized communication to enhance transition to JSCC.
2. Provide electronic messages to students to ensure students are aware of changes in policies.
3. Provide continuous flow of information to students visiting Enrollment Services at each campus.
4. Provide 24 hour and online access to the department’s services and forms.
5. Collaborate with FME and Enrollment Services to enhance communication and knowledge of the college to current and prospective students via the JSCC app available to students via their smartphones and tablets.

**Method of Assessment**

* + 1. Students will have access to Jefferson State from their smartphones through the JSCC mobile app.
    2. Current and prospective students will receive timely push notifications and reminders on their mobile devices.
    3. Students will be able to submit admissions documents through the mobile app.
    4. The admissions processes will be streamlined.
    5. Feedback from Student Experience Survey.
    6. Feedback from students, faculty, and staff.
    7. Review of advising, admissions, records, and recruiting email responses.

**Additional Funding Requests**

1. Funding is necessary to purchase 8 (32”) monitors for placement in Enrollment Services at each Campus at a cost of $400 each.
2. Funding for FME is provided and no additional funds for the JSCC App is necessary.

**Goal 10: Embrace and strengthen the use of technology through Professional Development.**

**Objectives**

* + 1. Continue to provide staff training for Internet Native Banner (INB) and Self-Service Banner (SSB).
    2. Organize individual and task-related training sessions.
    3. Update Banner procedural guidebook for the staff.
    4. Attend Faculty departmental meetings to provide presentations for SSB and information sessions.
    5. Provide BANNER orientation and training sessions for all new faculty and staff.
    6. Learn the functionality of other Banner modules, specifically Financial Aid.
    7. Continue to collaborate with IT Student Administrator to develop ARGOS to its fullest.
    8. Attend national, regional, and state professional conferences to ensure professional development in the knowledge and utilization of technological trends and updates.

**Method of Assessment**

* 1. Software and hardware equipment is purchased.
  2. Staff will be fully knowledgeable on all current Banner processes
  3. Staff utilizes Banner to implement Admissions & Records processes.
  4. Staff will have online resource for all procedures.
  5. Staff can advise students on general Financial Aid.
  6. Procedural manuals for integrated cross training.
  7. New reports are available in ARGOS.
  8. Feedback from staff on the functionality of ARGOS reports.
  9. Staff will have knowledge of current technological trends in the all student areas of the department.
  10. Staff will attend BANNER Summit and Alabama BANNER User Group conferences.

**Additional Funding Requests**

1. Funding is necessary for the purchase of five portable scanners @ 250.00 each.
2. 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 membership
* $600 for NACADA membership
* $1105 for AACRAO membership
* $100 for ALACRAO membership
* $100 for ALBUG membership
* $ 325 for NACAC membership

1. 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

$2,000 for staff (1) to attend the ELLUCIAN LIVE (every other year);

$1000 for staff (3) to attend ALBUG conference;

$1000 for staff (1) to attend regional conference for NAFSA

$1,000 for staff (1) to attend NACEP

**Goal 11: Ensure that all students have access to academic advising services by implementing more intrusive advising practices.**

**Objectives**

1. Develop an intrusive advising culture.
2. Continue to educate students on Degree Works.
3. Guide the student in understanding degree requirements for their selected major.
4. Help students to understand college policies and procedures.
5. Assist students to monitor and evaluate their academic progress.
6. Help students plan an educational program consistent with their interests and abilities.
7. Develop strategies to monitor and track student progress.
8. Develop strategies to provide better advisement in the NSO process.
9. Develop an Academic Advising Survey that students complete in the Advising Center.
10. Purchase software to schedule and track student advising appointments.
11. Update the Advising Manual.
12. Increase retention and graduation rate.
13. Create a survey for faculty to provide input related to advising.

**Methods of Assessment**

1. Student Experience Survey results.
2. New Student Orientation Survey results.
3. Academic Advising Survey results.
4. Cohort graduation rate will increase.
5. Academic Advisor Feedback.
6. Faculty Feedback.

**Additional Funding Requests**

**a.** Funding is necessary to purchase software used to schedule and track student advising appointments. Funding is also needed to update computers for full time advising staff to be technologically up to date.

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**Goal 12: Equip new students with the knowledge to become proficient in the use of Jefferson State resources and ease their transition to college.**

**Objectives**

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

**Method of Assessment**

1. Students will understand the importance of registering for and attending NSO.
2. Students will be introduced to college services that support their academic goals (Example: library, student services, security, and bookstore).
3. Students will be familiar with campus organizations and clubs.
4. Students will understand the purpose of academic advising and course selection.
5. Students will understand how to navigate BANNER and the registration process.
6. Students will know how to access the college policies and procedures.
7. Students and their families will feel welcome and excited about their decision to attend Jefferson State.
8. Student Experience Survey
9. New Student Orientation Survey

**Additional Funding Requests**

1. Funding estimate to provide refreshments and college paraphernalia (Example: JSCC t-shirts, cups, pencils) to students. Funding is requested in Goal 2.

**Goal 13: Collaborate with the Dean of Enrollment Services and the Director of Financial Aid in designing an Enrollment Services area in the James Allen Library and painting enhancements for the Shelby-Hoover Enrollment Services area that will accommodate office space, storage, and promote a more engaging, cohesive, and comprehensive one stop service area for students.**

**Objectives**

1. The Admissions & Retention and Financial Aid office space, work areas, and technology will adequately address the growing needs of students, faculty, and staff.
2. Identify and propose office configuration options for the Admissions & Retention and Financial Aid program areas.
3. Ensure that physical office space options adequately address the Admissions & Retention and Financial Aid needs: office and storage space, online service area.

**Method of Assessment**

1. Enrollment Services office space, work areas, and technology will adequately address the needs of current and prospective students.
2. Student Survey will be developed to rate student experiences.
3. Closely monitor sign-in requests and needs from students and visitors.

**Additional Funding Request**

Jefferson Student Center

* 1. Office furniture and Desks for 20 full-time staff members - $15,000

1. Performance Collection desk 4 = $5,000
2. Collection L-Shaped desk (20@ 207) = $4,140.00
3. Vinyl Mid- back chairs – (20 @ $96) = $1,820.00
   1. Reception Desk for Enrollment Services - 1 @ $3,000.00
   2. Student Computer Desks/Study Carrels/Workstations – $15,000.00
      * 1. Painting = $5,000.00

Shelby-Hoover Enrollment Services Area

Painting Enhancements and upgraded furniture in the Enrollment Services Area to create a more inviting student friendly appearance.

1. Student Computer Desks/Study Carrels = $10,000.00
2. Painting = $7,000.00

**Unit Goals for 2018-2019**

**Goal 1: Continue to review current and/or proposed technological software and hardware programs that will improve efficiency of admissions and retention delivery systems.**

**Objectives**

1. Work with the Dean of Enrollment Services to develop a mobile JSCC App through the implementation of Full Measure Education.
2. Continue to update technology to improve access of student records.
3. Increase staff ability to update and process student files in a timely manner.
4. Rotation of computers among Admissions & Retention staff.
5. Work with IT to review software updates for more effective delivery of student services.
6. Research and evaluate best practices of higher education vendors (such as Full Measure) in order to communicate to students via text to students’ smartphones and tablets.

**Method of Assessment**

1. Admissions and records processes will be recorded to determine whether students are accepted to the college in a timely manner.
2. The number of records processes will be monitored to ensure that transcript evaluation and other student requests are processed in the allotted period.
3. The number of student documents scanned will be assessed.
4. Monitor the requirements needed to utilize the software required to meet Admissions & Records best practices.

**Additional Funding Request**

1. Funding estimated to purchase computers for the Jefferson & Shelby Campus (4 @ 1,300.00 each = $ 5,200.00) (3 Surface computers).
2. Funding to replace flatbed scanners at the Jefferson Campus and to purchase an additional scanner at the Shelby Campus (2 @ $4100 each = $8200.00).
3. The IT department determines additional funds for software upgrades.

**Goal 2: 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**

1. Increase the number of visits to high schools, college fairs, and community events in the Jefferson State service area.
2. Conduct an appreciation luncheon for high school counselors in all school systems in our service area.
3. Provide counselors with up-to-date information on transfer and career programs at Jefferson State.
4. Provide counselors with monthly reports on students who have applied to Jefferson State and any paperwork which is still needed.
5. Maintain our in-house computer system that will help our recruiters to better track and respond to potential Jefferson State students and their enrollment interests.
6. Develop community service activities and provide outreach opportunities to the constituents in our service area.
7. Collaborate with Financial Aid to develop and host College Knowledge/College Prep days for middle and high school students.
8. Use technology to recruit, communicate with, and enroll students at Jefferson State.
9. Increase the number of campus tours offered to potential students.
10. Continue the Jefferson State Spring Preview Days on each campus, and expand them to Fall on the Jefferson and Shelby Campuses.
11. Develop the Recruiting webpage and social media sites, so that future students will have a point of contact.
12. Ensure that Jefferson State participates in high school fairs, college fairs, and community events and provides potential students with accurate information and Jefferson State paraphernalia (shirts, pens, pencils, wristbands, etc.).
13. Develop reports which will enable us to contact students who applied for admissions but did not enroll in courses.
14. Send letters to every graduating senior in the College’s service area.
15. Continue to use Ambassadors, alumni, and other student organizations to assist with recruiting efforts.

**Method of Assessment**

1. Survey counselors to determine the needs of the constituents in the College’s service areas.
2. Monitor the number of completed applications for each term and follow up with potential students accordingly.
3. Monitor the number of potential students at high school, college fairs, and community events who filled out interest cards, as well as leads gained through phone calls, emails, and walk-ins.
4. Monitor monthly production summary.
5. Use IRIR to track student registration and enrollment to the college.

**Additional Funding Requests**

1. Funding of $20,000 is necessary to update the JSCC viewbooks.
2. Funding is requested to host the Counselor Appreciation luncheon for all counselors in the College’s service area.
3. Funding of $25,000 is requested for promotional items, recruiting, and retention events. This includes NSO, Dual Enrollment, and Find your Place Days.
4. Funding of $3,500 for Jefferson State College Preview Day at Jefferson and Shelby in the Fall and at all four campuses in the Spring.

**Goal 3: Continue to provide effective communication plans for prospective and current DE students.**

**Objectives**

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

**Method of Assessment**

* 1. E-mail a survey to high school counselors to assess their understanding of DE policies and procedures, as well as their level of satisfaction.
  2. Mail surveys to parents of DE students to assess their understanding of DE policies and their level of satisfaction.
  3. Include a survey in the student policy review e-mail to assess their understanding of DE policies.
  4. Conduct an in-class survey of DE students to assess their level of satisfaction with the program.

**Additional Funding Requests**

* 1. Funding is needed to develop and print current information materials for DE, including the handbook and marketing materials (estimated cost $30,000).
  2. Funding is also needed for printing and mailing paper surveys to parents (estimated cost $1,500/semester).

**Goal 4: Continue to strengthen the use of technology for processing and marketing purposes.**

**Objectives**

* 1. Eliminate paper application option from Accelerated Application
  2. Redesign DE website for better flow of information, as well as adding information specific to needs of parents, students, and high school counselors.
  3. Work with Marketing to identify e-media platforms for outreach to DE students.

**Method of Assessment**

* 1. Compare the number of paper application submissions to online submissions for Fall 2015 to Fall 2016.
  2. Survey groups of DE students, parents, and high school counselors to review the DE website and adjust according to their feedback.
  3. Establish a report of number of PDF documents imported to BDMS, as opposed to scanned into BDMS.
  4. Use website statistics to monitor response to e-media outreach to DE students.
  5. Use website statistics to determine the number of students who click a link from the auto-reply email.

**Additional Funding Requests**

1. Funding may be necessary to utilize new e-media platforms (estimated cost $1,000/year).

**Goal 5: Continue to increase DE student retention and success.**

**Objectives**

1. Establish a required New Student Orientation (NSO) program for DE students to include on-campus, online, and at the high school session options.
2. Include a NSO session on academic success in college with information on campus resources.
3. Provide students with information on deadlines and procedures for dropping a course.
4. Explain how the college credits earned through DE are the beginning of their college academic history.
5. Partner with DE instructors and high school counselors to determine student progress at mid-term.
6. Develop tracking and reporting for students completing an online application but who do not complete registration

**Method of Assessment**

1. 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.
2. Assess student understanding of information shared through quick in-session quizzes.
3. Request attendance reports from DE instructors and notify the high school counselors of students who are not attending their DE courses.
4. E-mail students who are not attending to determine if they are still able to participate.

**Additional Funding Requests**

1. 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.) (estimated cost is $10,000).

**Goal 6: Continue to increase the number of complete admission applications.**

**Objectives**

1. List clear and concise admission requirements for each admission type the department’s landing on our website.
2. Reduce the number of links from our website to our admission application.
3. Revise content in our current communication plan to include clear and concise admission requirements for each admission type in print and electronic correspondence with students
4. Implement a new component in the communication plan to inform students of outstanding admission requirements prior to institution acceptance.
5. Develop a frequently asked question (FAQ) page on our website to enhance student understanding of our admission process.

**Method of Assessment**

1. Monitor number of complete admission applications each term.
2. Monitor types of student inquiries made by phone, e-mail or walk-in.
3. Evaluate results of Student Experience Survey as they relate to Admissions.

**Goal 7: Continue to enhance communication and outreach of the Records office among students, faculty, and staff.**

**Objectives**

1. Create a Records section on the Website
2. Annual training sessions for faculty and staff in conjunction with the Graduation Office
3. Confirmation email sent to student and the faculty once a grade change has been. processed.

**Method of Assessment**

1. Survey of Faculty regarding records grading procedure

**Additional Funding Requests**

No additional funding is necessary to complete this goal.

**Goal 8: Continue to increase the number of international students at Jefferson State.**

**Objectives**

1. Continue outreach programs to local and state community groups.
2. Solicit recruiting agents to represent Jefferson State to overseas prospects.
3. Create overseas recruitment opportunities.
4. Establish infrastructure and retention support for international and multicultural population.
5. Streamline admissions processing for International Students or those with overseas educational credentials for smooth application processing.
6. 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**

1. Evaluate growth and maintained enrollment numbers of international students (Year 1/Year 2).
2. Evaluate growth and maintained enrollment number of multicultural students (Surveys and stats) – Year 1/Year 2.
3. 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**

1. $1,000 for programming budget for International and multicultural programs and events.
2. $3,000 for recruitment depending upon the amount and level of travel.
3. $510 for NAFSA Manual.

**Goal 9: Continue to develop 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**

1. Feedback from students, faculty, and staff.
2. Compare log of calls from previous months/years to see if there is a reduction.
3. Include information about videos in a student satisfaction survey.
4. 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**

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

**Goal 10: 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**

1. Provide personalized communication to enhance transition to JSCC.
2. Provide electronic messages to students to ensure students are aware of changes in policies.
3. Provide continuous flow of information to students visiting Enrollment Services at each campus.
4. Provide 24 hour and online access to the department’s services and forms.
5. Collaborate with FME and Enrollment Services to enhance communication and knowledge of the college to current and prospective students via the JSCC app available to students via their smartphones and tablets.

**Method of Assessment**

1. Review of advising, admissions, records, and recruiting emails.
2. Feedback from Student Experience Survey.
3. Feedback from students, faculty, and staff.

**Additional Funding Requests**

1. Funding is necessary to purchase 8 (32”) monitors for placement in Enrollment Services at each Campus at a cost of $400 each.
2. Funding for FME is provided and no additional funds for the JSCC App is necessary.

**Goal 11: Continue to embrace and strengthen the use of technology through Professional Development.**

**Objectives**

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

**Method of Assessment**

1. Software and hardware equipment is purchased.
2. Staff will be fully knowledgeable on all current Banner processes
3. Staff utilizes Banner to implement Admissions & Records processes.
4. Staff will have online resource for all procedures.
5. Staff can advise students on general Financial Aid.
6. Procedural manuals for integrated cross training.
7. New reports are available in ARGOS.
8. Feedback from staff on the functionality of ARGOS reports.
9. Staff will have knowledge of current technological trends in the all student areas of the department.
10. Staff will attend BANNER Summit and Alabama BANNER User Group conferences.

**Additional Funding Requests**

1. Funding is necessary for the purchase of five portable scanners @ 250.00 each.
2. 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 membership
* $600 for NACADA membership
* $1105 for AACRAO membership
* $100 for ALACRAO membership
* $100 for ALBUG membership
* $ 325 for NACAC membership

1. 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
* $2,000 for staff (1) to attend the ELLUCIAN LIVE (every other year);
* $1000 for staff (3) to attend ALBUG conference;
* $1000 for staff (1) to attend regional conference for NAFSA
* $1,000 for staff (1) to attend NACEP

**Goal 12: Continue to ensure that all students have access to academic advising services by implementing more intrusive advising practices.**

**Objectives**

1. Develop an intrusive advising culture.
2. Continue to educate students on Degree Works.
3. Guide the student in understanding degree requirements for their selected major.
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**Methods of Assessment**

1. Student Experience Survey results.
2. New Student Orientation Survey.
3. Academic Advising Survey.
4. Cohort graduation rate will increase.

**Additional Funding Requests**

**a.** Funding is necessary to purchase software used to schedule and track student advising appointments. Funding is also needed to update computers for full time advising staff to be technologically up to date.

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**Method of Assessment**

1. Students will understand the importance of registering for and attending NSO.
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**Method of Assessment**

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**Additional Funding Request**

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* 1. Office furniture and Desks for 20 full-time staff members - $15,000

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Shelby-Hoover Enrollment Services Area

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